

INVENTORY OF COUNTY ACTIVITIES, PROGRAMS, AND SERVICES

Volume 4

Internal Government Functions and Services

BOARD OF SUPERVISORS

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September 2001

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Board of Supervisors

Board of Supervisors

► Agency Mission

To serve as Fairfax County's governing body under the Urban County Executive form of government, to make policy for the administration of the County government within the framework of the Constitution and the Laws of the Commonwealth of Virginia, and to document those actions accordingly.

► Trends/Issues

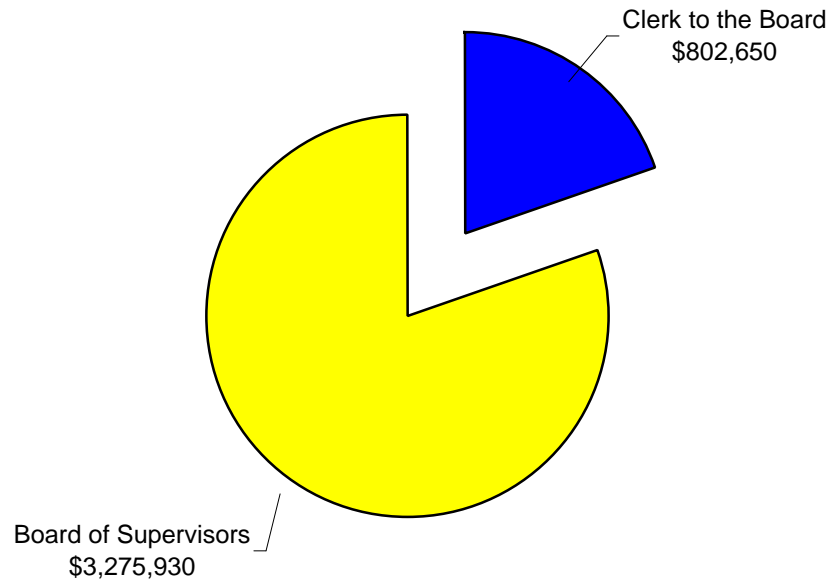
In recent years, the Clerk to the Board has posted Board Summaries on the Web site immediately after hard copy completion, enhanced research capabilities by installing an electronic imaging microfilm machine, and implemented a new appointment tracking system for Boards, Authorities and Commissions (BACs). New initiatives include the improvement of response times for all correspondence.

The Clerk to the Board continues to pursue technology initiatives that will enhance services to the public, Members of the Board, and general staff. The Clerk's Office continues to produce its main document, the Clerk's Board Summary, within three days and with a level of accuracy of over 97 percent. As more citizens and staff utilize the Board Summary documents on the Internet, the research requests are expected to decline, however the types of research requested in recent years are more complex and labor intensive.

► Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
01-01	Clerk to the Board	\$802,650	8/8
01-02	Board of Supervisors	\$3,275,930	70/70
TOTAL Agency		\$4,078,580	78/78

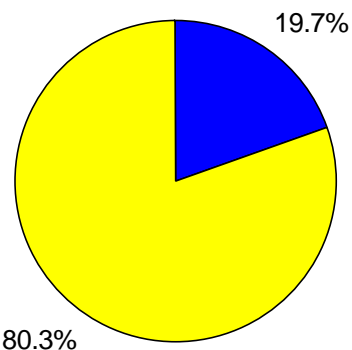
Board of Supervisors



Total FY 2002 Adopted Budget Expenditures = \$4,078,580

Total FY 2002 Adopted Budget Net Cost = \$4,078,580

01-01-Clerk to the Board

Fund/Agency: 001/01	Board of Supervisors	<div>CAPS Percentage of Agency Total</div>  <div>■ Clerk to the Board ■ All Other Agency CAPS</div>
Personnel Services	\$365,463	
Operating Expenses	\$437,187	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$802,650	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$802,650	
Positions/SYE involved in the delivery of this CAPS	8/8	

► CAPS Summary

The Clerk to the Board documents and preserves the legislative record of the Board and makes those records available for public review. In addition, staff advertise Board public hearings and bond referenda, manage the system for appointments to Boards, Authorities, and Commissions (BACs), and track Financial Disclosures. Responsibilities also include: administrative support through agency budget preparation; preparation of requisitions, personnel and payroll actions; maintenance and guardianship of the County Code; notification of Board actions regarding land use issues; and research assistance.

In recent years, the Clerk to the Board has posted Board Summaries on the Web site immediately after hard copy completion, enhanced research capabilities by installing an electronic imaging microfilm machine, and implemented a new appointment tracking system for BACs.

New initiatives include the improvement of response times for all correspondence.

Board of Supervisors

► Method of Service Provision

The Clerk to the Board and other County staff provide support services to the Board of Supervisors. The Clerk's Office maintains hours of operations from 8 a.m.-4:30 p.m. and supports the Board after hours as necessary to staff evening meetings. The Clerk's Office is located in the Government Center.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Number of days between Board meeting and completion of Board Summaries	3.10	3.10	3.04	3.04	3.00
Percent of accurate Clerk Summary Pages	98.6	97.8	97.2	98.0	98.0
Percent of appointment notification letters produced within 10 days of appointment ¹	100.0	71.0	94.4	95.0	98.0
Percent of land use decision notification letters initiated within 10 days ¹	100.0	70.0	74.9	80.0	80.0
Percentage of individuals satisfied with research conducted	100.0	100.0	100.0	100.0	100.0

¹ This data was collected differently in FY 1998. Figures represent the percentage completed within an average of 10 working days.

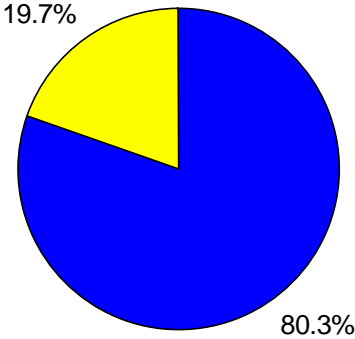
The Clerk's Office continues to pursue technology initiatives that will enhance services to the public, Members of the Board, and general staff. Implementation of a new BAC appointment tracking system should enhance the ability of the Office to provide notifications and documentation more quickly to citizens and staff. While there are many areas being explored for continual improvement, it should be acknowledged that the Clerk's Office continues to produce its main document, the Clerk's Board Summary, within three days and with a level of accuracy of over 97 percent.

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Section 15.2-1538 indicates that the Clerk to the Board of Supervisors shall record the official actions of the governing body.

01-02-Board of Supervisors

Fund/Agency: 001/01		Board of Supervisors
Personnel Services	\$2,982,880	CAPS Percentage of Agency Total  19.7% 80.3% <div>■ Board of Supervisors ■ All Other Agency CAPS</div>
Operating Expenses	\$293,050	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$3,275,930	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$3,275,930	
Positions/SYE involved in the delivery of this CAPS	70/70	

► CAPS Summary

The ten-member Board of Supervisors makes policy for the administration of the County government within the framework of the Constitution and the Laws of the Commonwealth of Virginia and the Urban County Executive form of government. Expenses incurred by the Board members and their support staff are contained in the Direct Costs to the Board.

► Method of Service Provision

Nine members of the Board of Supervisors are elected from County Supervisory districts; the Chairman of the Board of Supervisors is elected at-large. All Supervisors are elected for four-year terms. The Board members and their staff provide constituent services to the entire County population. Each Board member has an office in his or her district as well as a small office in the Government Center for use on Board meeting days. The Chairman has an office at the Government Center.

Board of Supervisors

► Performance/Workload Related Data

The Board's overall administrative function does not lend itself to workload/performance measurement data.

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Section 15.2-803 of the Code of Virginia indicates that the Board shall serve as the policy-determining body of the County.

Office of the County Executive

► Agency Mission

To serve as the administrative arm of Fairfax County government; to act as the official liaison with the Board of Supervisors; to execute the policies established by the Board of Supervisors or mandated by the State; to develop and lead a customer-friendly and efficient workforce that is adaptable to the ongoing change within the County and is responsive to the diversity of our community; to coordinate communications, internal and external, to ensure information is delivered in a timely, complete and accurate manner; to provide strategic direction to information technology planning; to monitor legislation on the State and Federal level in the interests of Fairfax County and its citizens; to coordinate environmental programs and policies that effectively and sensitively address environmental issues and promote a clean, safe environment; to coordinate revitalization efforts County-wide; to foster collaborative approaches and partnerships with the private, non-profit and corporate sectors that address pressing community needs; to foster regional solutions to regional issues through participation on appropriate regional decision-making bodies; and to ensure the sound management and stewardship of all financial resources.

► Trends/Issues

The Office of the County Executive provides strategic direction and administrative oversight to all aspects of government operations, and ensures that County government policy as articulated and/or legislatively mandated by the Board of Supervisors is implemented in an effective and economical manner. The Office assesses emerging trends and issues, and identifies strategies to respond to these challenges. The Office develops policies and programs that motivate staff, engage citizens, and effectively address community needs and priorities.

In response to the changing face of Fairfax County, this Office promotes the value of diversity in the workforce and in the community. A new Language Access Coordinator position has been established in the Office of the County Executive to assist departments with the development of agency-specific plans and to monitor activities ensuring that persons with limited English proficiency are receiving equal access to County services. This position will also assist the Department of Human Resources in increasing recruitment of multi-lingual candidates for County employment.

The Office will continue to focus on County-wide communication by developing more effective ways to communicate with employees, County residents, businesses, and community organizations using a variety of approaches and employing appropriate technologies to reach the diverse audiences represented.

Another focus will be to continue to strive for cohesiveness and foster a culture of improvement throughout the County by following the values and principles embodied in the Employee Vision Statement.

To provide focus and direction to revitalization efforts County-wide, this Office will continue to coordinate revitalization plans and activities across all County agencies to ensure the development of effective strategies which promote the continued economic vitality of Fairfax County's older commercial areas.

Office of the County Executive

The Legislative Liaison Group, which develops and represents the position of the Fairfax County Board of Supervisors at the State level, will continue to monitor and evaluate legislative proposals during General Assembly sessions and throughout the year to determine the potential impact on the County.

As part of the Administration of County Policy division of the County Executive's Office, the Environmental Coordinator position is responsible for the development of strategic environmental policy for the County on major issues, such as water resources, air quality, and ecological resources. This position will continue to act as a liaison to business owners and citizens on the implementation of environmental programs that preserve and protect the County's sensitive environment and address environmental issues.

To support the County's commitment to teleworking, the County Executive's Office is committed to increasing employee participation in the County's telework program. This division intends to support the Washington Metropolitan Area regional goal of having 20 percent of the workforce (with jobs eligible for telecommuting) to be teleworking in 2005 by providing consistent, reliable and secure remote access to the County's business applications as well as supporting the County and regional direction towards e-business.

The County's Equal Opportunity Enforcement program, administered by the Office of Equity programs, ensures County compliance with all Federal, State and County mandates involving equal access to all County services, programs, and employment opportunities. Adherence to the requirements of the Americans with Disabilities Act is another component of the program which involves providing technical guidance to managers and employees about accessibility to facilities and services for the public as well as requests for employee disability accommodations.

The Alternative Dispute Resolution (ADR) Mediation and Pay for Performance Appeals Panel program, a component of the Office of Equity Programs, oversees the intake of disputes for mediation, scheduling and coordination of hearings, scheduling of volunteers, participation in mediation, etc. This program has been successful in resolving disputes between employees and supervisors that may have otherwise been forwarded to the Civil Service Commission for resolution. The Appeal Panel program will continue to support the goal of the Pay for Performance program by bringing supervisors and employees together in an informal setting to resolve evaluation issues.

The Internal Audit office will continue assisting senior management to efficiently and effectively ensure that County programs are operated in compliance with policies and procedures as articulated and/or legislated by the Board of Supervisors.

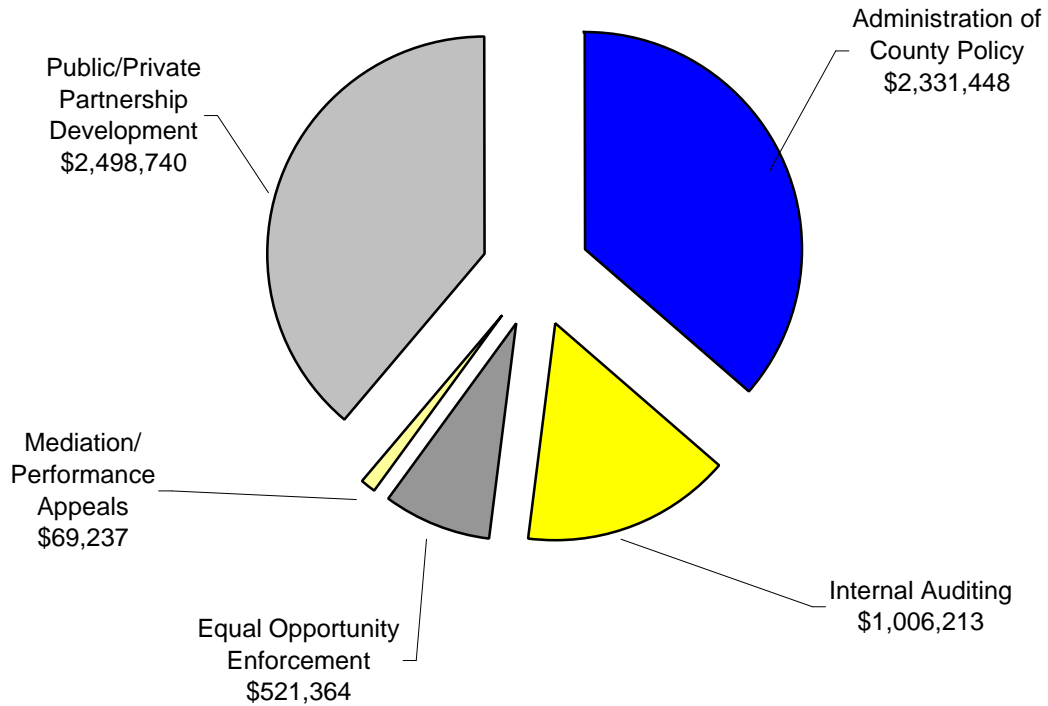
In support of the County's commitment to public/private partnerships, Fairfax County's Office for Partnerships will continue to seek opportunities for collaboration with corporate, public, and private sectors to address the unmet societal needs of the County's diverse communities. Current collaborative efforts include the Computer Learning Centers Partnerships, which addresses the digital divide issue by bringing computers and training to low-income communities; the High Scope summer institute for academically gifted low-income teens; Project Discovery, which encourages disadvantaged youth to achieve educational excellence and to pursue higher education; the Adopt-A-Family program, which brightens the holiday season for poor working families by providing clothing, toys and other items that they might not otherwise be able to afford; and three health-oriented partnerships: the Medical Care for Children Program and the Adult Health and Dental Partnership, which provide free or reduced medical and/or dental care, and the Allied Health Partnership, which supports training underserved County residents for technical careers in the medical field.

Office of the County Executive

► **Summary of All Agency CAPS**

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
02-01	Administration of County Policy	\$2,331,448	17/17
02-02	Internal Auditing	\$1,006,213	12/12
02-03	Equal Opportunity Enforcement	\$521,364	7/7
02-04	Mediation/Performance Appeals	\$69,237	1/1
02-05	Public/Private Partnership Development	\$2,498,740	12/12
TOTAL Agency		\$6,427,002	49/49

Office of the County Executive



Total FY 2002 Adopted Budget Expenditures = \$6,427,002

Total FY 2002 Adopted Budget Net Cost = \$6,427,002

02-01-Administration of County Policy

Fund/Agency: 001/02		Office of the County Executive
Personnel Services	\$1,437,625	CAPS Percentage of Agency Total 63.7% 36.3% ■ Administration of County Policy ■ All Other Agency CAPS
Operating Expenses	\$893,823	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$2,331,448	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$2,331,448	
Positions/SYE involved in the delivery of this CAPS	17/17	

► CAPS Summary

The Office of the County Executive, Administration of County Policy, is responsible for setting the strategic direction and overseeing the proper administration of all County programs, activities and services over which the Board of Supervisors and County Executive have authority. The Office assesses emerging trends and issues impacting the community and/or the organization, and identifies strategies to respond to these challenges. The Office develops policies and programs that motivate staff, engage citizens, and effectively address community needs and priorities.

This division produces the Board Package, which is distributed to Board members as well as County staff, the media and interested citizens. This Office also houses the Legislative Group, which develops and represents the position of the Fairfax County Board of Supervisors at the State Government level.

Office of the County Executive

Administration of Policy includes coordination of the County's interagency revitalization program. The County Executive is chair of an interagency group established to ensure all revitalization plans and activities are implemented in a coordinated fashion and will effectively work toward helping designated older commercial areas remain economically viable and attractive to new investment.

In response to the increasing diversity in the County, a new Language Access Coordinator position has been established in the Office of the County Executive to assist departments with the development of agency-specific plans and to monitor activities ensuring that persons with limited English proficiency are receiving equal access to County services. This position will also assist the Department of Human Resources in increasing recruitment of multi-lingual candidates for County employment.

The Administration of Policy division is also responsible for coordinating County-wide communication and recommending tools and strategies to communicate more effectively and efficiently with employees, County residents, businesses, and community organizations using a variety of approaches and employing appropriate technologies.

To promote the culture of a high performing organization, this division will continue to strive for cohesiveness throughout the County by following the values and principles embodied in the Employee Vision Statement.

The Legislative Liaison Group, which develops and represents the position of the Fairfax County Board of Supervisors at the State level, will continue to monitor and evaluate legislative proposals during General Assembly sessions and throughout the year to determine the potential impact on the County.

As part of the Administration of County Policy division of the County Executive's Office, the Environmental Coordinator position is responsible for the development of strategic environmental policy for the County on major issues, such as water resources, air quality, and ecological resources. This position will continue to act as a liaison to business owners and citizens on the implementation of environmental programs that preserve and protect the County's sensitive environment and address environmental issues.

To support the County's commitment to teleworking, the County Executive's Office is committed to increasing employee participation in the County's telework program. This division intends to support the Washington Metropolitan Area regional goal of having 20 percent of the workforce (in jobs eligible for telecommuting) teleworking by 2005 by providing consistent, reliable and secure remote access to the County's business applications as well as supporting the County and regional direction towards e-business.

The Administration of County Policy division also promotes, coordinates and participates in regional groups committed to finding solutions and developing innovative approaches to regional issues, such as transportation and the environment.

► Method of Service Provision

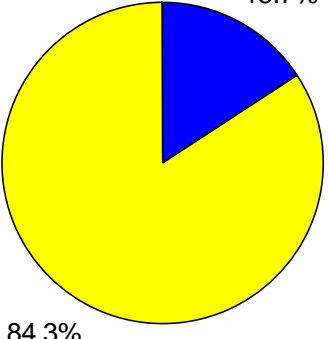
Seventeen County employees provide this service, 14 regular merit and 3 exempt.

Office of the County Executive

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Board package items prepared	100	110	124	110	118
Average response to Board Matters/ Correspondence (days)	21	21	14	14	14
Average response to Citizen Inquiries (days)	N/A	14	17	14	14

02-02-Internal Auditing

Fund/Agency: 001/02		Office of the County Executive
Personnel Services	\$937,326	CAPS Percentage of Agency Total  <div>■ Internal Auditing ■ All Other Agency CAPS</div>
Operating Expenses	\$68,887	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$1,006,213	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$1,006,213	
Positions/SYE involved in the delivery of this CAPS	12/12	

► CAPS Summary

The Board of Supervisors established the Internal Audit Office in FY 1982 as an independent appraisal function to examine and evaluate County activities. It is the organization within Fairfax County that has been charged by management and the Board of Supervisors with the responsibility for continually examining and evaluating the adequacy and effectiveness of our system of internal control and the quality of performance.

Two separate but related trends have significantly impacted the Internal Audit Office:

- The County increasingly relies on technology to conduct its day to day business processes.
- The increased use of technology has resulted in a decentralization of our business processes, with County departments assuming more authority and responsibility.

Office of the County Executive

In a highly automated and decentralized environment internal controls become more important. The Internal Audit Office is assisting management in the following ways:

- 1) In this environment, guidance in the form of strong central policies, procedures, and controls are important. In FY 2000 the Internal Audit Office concentrated on reviewing nine key central financial processes and the responsible oversight department for each process, and made 36 recommendations.
- 2) In FY 2001 the Internal Audit Office selected 7 individual departments for review of their financial processes. As a result of significant unscheduled audits, there was a delay in starting these reviews. The Internal Audit Office will continue the second part of this effort by rescheduling these audits to the FY 2002 Audit Plan along with the audits of six additional departments. In FY 2002 staff completed 19 audits, including 6 unscheduled special investigations, and made 172 recommendations.
- 3) Information technology auditing is a must in the County's highly automated business environment. The Internal Audit Office has strengthened the information technology auditing capability recently by converting two Auditor III positions to Information Systems Auditors. This balances staffing at 50% information systems audit and 50% financial/operational audit. The Internal Audit Office has conducted over 50 IT and IT-related audits in the past 10 years.

► Method of Service Provision

The mission of the Internal Audit Office is to promote efficient and effective local government. To fulfill this mission the Office audits and evaluates all County activities, programs, and services. Staff prepare written audit reports, which contain findings and recommendations. The audit reports include an action plan from the departments to implement those recommendations. Follow-up reviews are conducted to assure that recommendations are fully implemented. The reports go to the County Executive and the Board of Supervisors and are subsequently made public on the Internal Audit WEB site.

Office of the County Executive

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Audits conducted	17	11	17	20	22
Agencies audited	9	25	28	40	40
Recommendations made	36	61	64	70	77
Recommendations accepted	36	60	64	53	62
Audits completed on time	N/A	73%	72%	75%	80%
Percent of survey customers' opinion of audit recommendations:					
Increased efficiency/ effectiveness	99%	99%	99%	99%	99%
Strengthened controls	99%	99%	99%	99%	99%
Percent agencies audited	7%	20%	25%	15%	25%
Percent recommendations implemented	39%	78%	67%	75%	80%

02-03-Equal Opportunity Enforcement

Fund/Agency: 001/02		Office of the County Executive
Personnel Services	\$498,364	<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p style="text-align: center;">8.1%</p> <p style="text-align: center;">91.9%</p> <p style="text-align: center;"> ■ Equal Opportunity Enforcement ■ All Other Agency CAPS </p>
Operating Expenses	\$23,000	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$521,364	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$521,364	
Positions/SYE involved in the delivery of this CAPS	7/7	

► CAPS Summary

The County's Equal Opportunity Enforcement program ensures County compliance with all Federal, State, and County mandates involving equal access to all County services, programs, and employment opportunities. This is accomplished through employee training, investigations, technical assistance, diversity awareness, counseling, and statistical monitoring. These efforts ensure a diverse workforce. Adherence to the requirements of the Americans with Disabilities Act is another component of the program which involves providing technical guidance to managers and employees about accessibility to facilities and services for the public, as well as requests for employee disability accommodations.

The enforcement program has taken the initiative to develop new sexual harassment prevention workshops for managers and new diversity workshops for managers and employees; to collaborate on minority recruitment issues; and to develop new liaisons with the Hispanic community through the InterAmerican Development Foundation. The program also provides ongoing support to Amigos del Condados, a recently formed Hispanic organization.

Office of the County Executive

► Method of Service Provision

The Office provides services to the County's workforce and citizenry employing 7 merit positions. All training, investigation, counseling, technical guidance, and statistical monitoring is provided by staff. This program service quality is continually rated above 95 percent satisfaction ratings. There have been no staff increases in this program for nearly 10 years despite increased workload.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Customer contacts requiring technical assistance	10,100	10,200	10,640	10,680	10,680
Customers trained	1,270	1,320	1,424	1,400	1,450
Diversity plans reviewed	61	61	61	61	61
Information inquiries concerning ADA	325	350	367	370	380
Grievants counseled or advised	965	945	971	980	980
Managers advised	650	673	690	724	745

The Office of Equity Programs has been providing excellent customer service (95 percent approval rating) based on feedback from its customer surveys, despite a growing workload. Additionally, staff has taken a proactive approach to diversity training, celebrations, etc., which has created a positive atmosphere and acceptance of minorities and women in the workplace. Minorities have realized a 30 percent increase in representation over the past decade. Women presently represent 44.9 percent of the County's overall workforce and 61.6 percent of the County's professional category. Despite the growing diversity, grievances still represent less than 1 percent of the employed staff. Technical assistance to employees and managers provide opportunities for the resolution of issues as well as learning opportunities for both to address problems from a collaborative perspective. Newly designed advanced sexual harassment prevention workshops during the current fiscal year will further increase the number of customers trained. The efforts in new diversity training will impact workload. Although workloads have increased significantly, there has been no increase in staffing for nearly a decade.

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- 14th Amendment of the U.S. Constitution; Civil Rights Act of 1866, 1870, 1871, 1991;
- Equal Pay Act
- Title VI and VII of the Civil Rights Act of 1968
- Equal Employment Opportunity Act of 1972
- Section 504 of Rehabilitation Act of 1973
- Pregnancy Discrimination in Employment Act
- Executive Order 11246 and 11141
- The Americans with Disabilities Act
- Personnel Regulations Article I of the Fairfax County Personnel Ordinance
- Section II of the Constitution of the Commonwealth of Virginia
- Virginians with Disabilities Act; and the Virginia Fair Employment Contracting Act.
- These mandates prohibit discrimination on the basis of race, religion, sex, national origin, sexual orientation, marital status, color, disability and political affiliation.

02-04-Mediation/Performance Appeals

Fund/Agency: 001/02		Office of the County Executive
Personnel Services	\$63,000	<div>CAPS Percentage of Agency Total</div> <div>1.1%</div> <div>98.9%</div> <div>■ Mediation/Performance Appeals ■ All Other Agency CAPS</div>
Operating Expenses	\$6,237	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$69,237	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$69,237	
Positions/SYE involved in the delivery of this CAPS	1/1	

► CAPS Summary

In FY 2001, the Alternative Dispute Resolution (ADR) mediation and Pay for Performance Appeals Panel programs were implemented within the Office of Equity Programs. These programs are a response to employees' desire for a faster, more informal means for resolving disputes. The Pay for Performance Appeals Panel provides speedy resolutions to disagreements concerning performance evaluations. Both programs utilize volunteer employees serving either as mediators or panel members and panel chairs. Over 170 volunteers have been trained for these programs. These programs are anticipated to stem the number of complaints proceeding to the Civil Service Commission.

Office of the County Executive

► Method of Service Provision

These programs are staffed using 1 merit staff position and 170 employee volunteers that are rotated through the programs. The 1 staff position oversees intake of disputes for mediation, scheduling and coordination of hearings, scheduling of volunteers, participation in mediation, etc. The program has been successful in resolving disputes between employees that would have otherwise been forwarded to the Civil Service Commission for resolution. Such resolution of lesser disputes provided time for the Commission to hear complaints which the process could not resolve. The Pay for Performance Appeals Panel uses volunteer panelists to hear and quickly decide cases which can easily be resolved.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Pay for Performance Cases Filed	N/A	N/A	N/A	94	150
Cases Decided by Panel	N/A	N/A	N/A	81	145
ADR Mediation Cases	N/A	N/A	20	20	55

The Pay for Performance Appeals Panel program has had great success over the past fiscal year in disposing of cases and reaching fair and equitable resolutions. During FY 2001, there were 94 cases filed and 81 decided by the panel. As a result of changes in the process to ensure optimum performance and accountability, this office anticipates an increase in the number of cases to be filed in FY 2002. Additionally, with procedures in place for pay for performance disputes, more attention can be directed towards mediating other types of employee disputes. It is expected that the number of cases referred for mediation may increase during FY 2002. The benefit of the mediation program is that managers and employees do not have to take time away from County business to prepare for a formal hearing. Mediation is conducted informally with the consent of both parties. Resolutions are prepared in writing and agreed to by the parties, fostering a positive working environment.

02-05-Public/Private Partnership Development

Fund/Agency: 001/02	Office of the County Executive	
Personnel Services	\$1,392,115	CAPS Percentage of Agency Total 61.1% 38.9% Public/Private Partnership Development All Other Agency CAPS
Operating Expenses	\$1,106,625	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$2,498,740	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$2,498,740	
Positions/SYE involved in the delivery of this CAPS	12/12	

► CAPS Summary

The mission of the Office of Partnerships is developing partnerships in concert with the private, public, non-profit and corporate sectors to encourage and stimulate the creation of diverse community initiatives to address far-reaching social challenges in Fairfax County. At present, the office's concentration is in the areas of health, education and technology.

Current programs and initiatives include the Computer Learning Centers Partnerships, which addresses the digital divide issue by bringing computers and training to low-income communities; the High Scope summer institute for academically gifted low-income teens; Project Discovery, which encourages disadvantaged youth to achieve educational excellence and to pursue higher education; the Adopt-A-Family program, which brightens the holiday season for poor working families by providing clothing, toys and other items that they might not otherwise be able to afford; and three health-oriented partnerships: the Medical Care for Children Program and the Adult Health and Dental Partnership, which provide free or reduced medical and/or dental care, and the Allied Health Partnership, which supports training underserved County residents for technical careers in the medical field.

Office of the County Executive

► Method of Service Provision

This CAPS is provided directly by County employees and partnership alliances with corporate, public, private, and community partners. A new business model has been established and implemented by the Fairfax County Office of Partnerships to form a network of alliances that produces assets in the form of resources, in-kind contributions, and cash. This partnership approach offsets the true cost to government in providing direct services to citizens at or below 250 percent of poverty within Fairfax County.

Crucial to our strategy is the requirement to identify the available assets in the community and coordinate with partners willing to provide the necessary service to the community. Fund development, marketing and public relations, and partnership advisory council membership are key components in service delivery.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Public/Private Partnership Development	N/A	\$1,353,922	\$1,772,547	\$2,297,723	\$2,498,740

Note: In FY 2001, the Office of Partnership's cash receipts totaled \$910,190. These funds are deposited in County Gift Fund "Non-Tax" and Medical Care For Children Foundation accounts.

Department of Finance

► Agency Mission

To protect and maintain the fiscal integrity and financial solvency of the County government.

► Trends/Issues

Over the past several years a number of significant changes in County operations have driven a new role and mission for the Department of Finance. The principal factor has been the universal availability of personal computers and the vastly improved communication capability it affords. Freed from highly labor-intensive tasks, managers, accountants, analysts, and clerks devote increasing amounts of their time to quality assurance and substantive support to agencies. Real-time financial information has expedited delivery of management and support data and various services best performed centrally. Customers look to the Department to continually introduce automation-based services to further their mission, to reduce costs, or to improve the quality of existing functions.

The Department has continued to shift emphasis from highly centralized operations to consultative support of agency-empowered financial activities. This has reduced many processes from form-over-substance activities to development of responsive mechanisms tailored to the needs and best practices of individual agencies. This also enables the Department to focus greater attention on fundamental internal control issues and to make policy guidance more meaningful and compliance more collaborative.

The efficiencies achieved through the use of automation also have opened the door to expanded service to the community. In the years ahead, the Department will further expand its use of the Internet to provide more efficient payment and collection services. For example, the Department is now developing a revenue collection mechanism that will be available to all agencies permitting a single, uniform vehicle for accepting payments by credit card in person, over the telephone, over the Internet, or by electronic check. This capability will be a driver for sub-systems that will offer more timely program and financial information to residents, businesses, and County agencies.

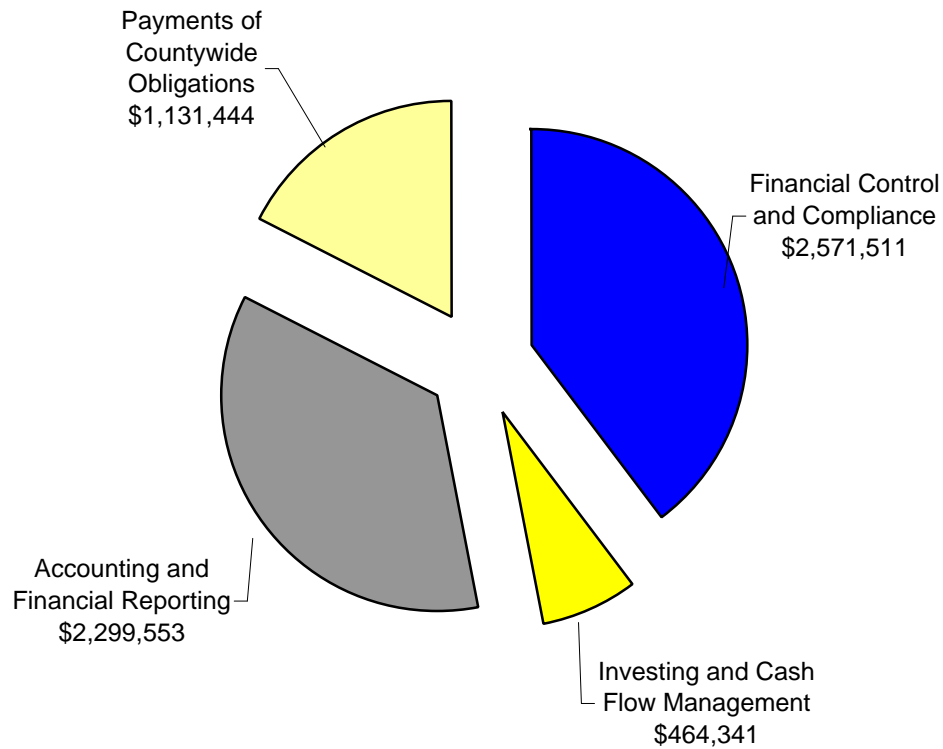
Perhaps the greatest challenge facing the Department is the implementation of a new financial reporting model. This model, prescribed by the Governmental Accounting Standards Board (GASB), introduces dramatic changes in the way accounting information is to be recorded, summarized, and reported. While the County's annual financial reports will look much different as a result, that is but an indication of the deep-rooted changes. Accounting information will now be reported in ways previously seen only in the commercial sector. Emphasis will be on the government's overall health and performance rather than on the result of operations in one given fiscal year. The new reports are designed to inform citizens and others of the total costs of programs and how those costs are funded. Preparations for this new reporting model have been exhaustive and will lead to refinements in data collection and presentation in the years ahead.

Department of Finance

► Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
06-01	Financial Control and Compliance	\$2,481,577	25/25
06-02	Investing and Cash Flow Management	\$442,540	6/6
06-03	Accounting and Financial Reporting	\$2,146,732	26/26
06-04	Payments of Countywide Obligations	\$972,009	16/16
TOTAL Agency		\$6,042,858	73/73

Department of Finance



Total FY 2002 Adopted Budget Expenditures = \$6,466,849

Total FY 2002 Adopted Budget Net Cost = \$6,042,858

06-01-Financial Control and Compliance

Fund/Agency: 001/06		Department of Finance
Personnel Services	\$1,500,809	<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p style="text-align: center;">39.8%</p> <p style="text-align: center;">60.2%</p> <div style="border: 1px solid black; padding: 5px; margin: 10px auto; width: fit-content;"> ■ Financial Control and Compliance ■ All Other Agency CAPS </div>
Operating Expenses	\$1,064,202	
Recovered Costs	\$0	
Capital Equipment	\$6,500	
Total CAPS Cost:	\$2,571,511	
Federal Revenue	\$0	
State Revenue	\$89,934	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$89,934	
Net CAPS Cost:	\$2,481,577	
Positions/SYE involved in the delivery of this CAPS	25/25	

► CAPS Summary

Financial management support is delivered throughout the County on a decentralized basis. Each department and agency designs support structures they find most responsive to their mission and needs. To meet the Director of Finance's statutory responsibility for the conduct of financial operations, essential procedures and controls have been developed and interdisciplinary teams of specialists serve decentralized needs from the Department of Finance. This small team of specialists assists nearly one hundred agencies in performing many core financial operations. Equally important, they assure the safety of County assets, the integrity of information in the financial systems, and they provide management with the tools needed for efficient utilization of resources.

The Financial Control and Compliance Program focuses on safeguarding the County's funds by ensuring all agencies comply with sound financial and accounting practices and fiscal integrity standards by:

Department of Finance

- Developing and overseeing all agencies' adherence to financial policies and procedures in areas such as travel, procurement card usage, and petty cash.
- Assessing agency compliance with established internal fiscal controls.
- Managing the County's financial suite of information systems for accounting, accounts payable, and fixed assets. These systems are utilized by over one thousand users. Controls require that only authorized personnel have the appropriate security and access to the systems to perform critical financial activities. The financial systems provide automated controls that ensure Board of Supervisor approved appropriations are not exceeded, funds for purchase orders are encumbered, and that only properly authorized payments are released.

In support of this mission, a team of people with experience in the substantive areas being supported is trained and qualified in the information systems used for financial support. This team assists users through problem resolution, training, specialized reporting, and system modification when appropriate. This team is the in-house resource for system upgrades, testing, integrity assurance, and security control.

Increasingly expanded technology tools present both opportunities and challenges in this CAPS. New tools such as Enterprise Resource Planning solutions, web-based services and locally designed data processing promise increased efficiency. The challenge is to implement these tools in an environment of sound internal controls.

Since 1997, the County implemented in cooperation with the Fairfax County Public Schools, a comprehensive suite of financial applications that have enabled a more efficient workflow, automated ways to guarantee separation of duties, enhanced internal controls, and streamlined business processes. With this foundation the County is looking to further integrate its financial applications for more comprehensive reporting. Agencies are looking for the ability to produce "just-in-time" reports, more specialized analyses, and metrics to meet the ever-changing demands of their businesses.

With the advent of additional payment options such as the procurement card, agency reconciliation of financial information is increasingly critical to a sound operation. The biggest change over the last few years is the increased demand for more electronic processing solutions and the real-time access to financial information.

We are able to provide our customers effective solutions to meet their needs. Constant communication with them on where we are in this changing environment is critical. Our goal is to provide our customers a "cafeteria" of proven state-of-the-art technology solutions. Fortunately, many of our customers are challenged by the same demands and therefore readily work with us and accept the implementation pace of new innovative, technology solutions.

A particularly satisfying accomplishment in this program has been extraordinary success in locating individuals holding uncashed County checks. By so doing, funds that otherwise would escheat to the Commonwealth are delivered to their rightful owners.

► **Method of Service Provision**

This CAPS is provided directly by County staff.

► **Performance/Workload Related Data**

Soundness of internal controls is the keystone of financial operations. The Department of Finance designs, tests, monitors, and maintains a number of control processes serving over 1,200 FAMIS and FAACS users and some 270 users of the accounts payable features of the procurement system CASPS. In assuring the integrity of financial systems, security profiles are maintained for all users and staff adds, deletes or modifies over 200 profiles annually. Staffing and the cost of systems administration, security, and reporting has remained steady, but for inflation over the past several years. Staff designs and maintains over 150 monthly reports of financial activity supporting all agencies. In support of special needs at certain agencies, this CAPS facilitates electronic data transfer from agency sub-systems to the central suite of financial systems. Some 60 computer interfaces between systems are managed and controlled by staff in this CAPS.

Increased demand for training and for assisting agency users has been offset by efficiencies in use of on-line reporting and agency-managed data transfers. There has been an increase of one staff position for the purpose of participating on an inter-agency support and compliance team. Primarily formed to prevent waste, fraud, and abuse, this team will also develop and share information on best practices among County agencies, improving decentralized operations while avoiding costs due to duplication and non-compliance with regulation or law. In this program, on-site consultations and reviews will be conducted at each agency at least biennially, with annual visits scheduled for some agencies, based on a risk assessment.

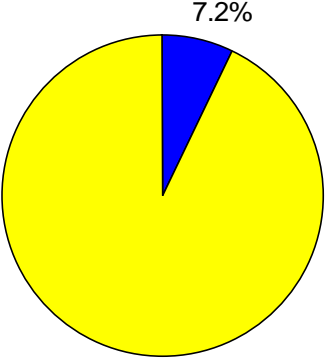
Bank account reconciliation workload has remained constant, but efficiency increases have more than offset the inflation factor. Through the use of Internet access to bank information and by automating many tasks, staff has reduced the number of unresolved bank charges greater than 90 days old from 20 percent in FY 1999 to 15 percent in FY 2001. This effort also permitted staff to complete bank reconciliations within a 45-day target some 80 percent of the time. By resolving outstanding items sooner and completing reconciliations promptly the opportunity for fraud decreases and the County is able to identify funds that can be invested sooner. Improvements in these control measures have lowered the cost of the external audit.

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 26 - 50%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia 11-62.2 Requires prompt payment of county obligations upon completed delivery of goods and services.
- Code of Virginia 55-210.1 Mandates due diligence in pursuit of owners of unclaimed property.

06-02-Investing and Cash Flow Management

Fund/Agency: 001/06		Department of Finance
Personnel Services	\$354,315	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">7.2%</p> <p style="text-align: center;">92.8%</p> <div style="display: flex; justify-content: center; align-items: center; gap: 10px;"> ■ Investing and Cash Flow Management ■ All Other Agency CAPS </div>
Operating Expenses	\$110,026	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$464,341	
Federal Revenue	\$0	
State Revenue	\$21,801	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$21,801	
Net CAPS Cost:	\$442,540	
Positions/SYE involved in the delivery of this CAPS	6/6	

► CAPS Summary

Throughout the year, the County has available from \$1.2 billion to \$1.8 billion in cash. The Department of Finance maintains the capability to project cash receipts from revenues; to estimate the amounts needed to meet monetary obligations; to determine the amounts of cash available for investment and the periods of time it can be invested without risk of lost liquidity. Through a comprehensive investment policy and with oversight by a senior Investment Committee, individual investment vehicles are selected and staff executes purchase transactions each day, directly with investment brokers.

All funding for this activity comes from the County's General Fund. Staff also invests and manages cash flow to accommodate certain enterprise, externally funded, or self-supporting activities; a portion of the investment earnings from these activities is paid to the General Fund to cover the cost of this accommodation. The charge is based on rates charged by commercial providers for similar services.

Department of Finance

The department has consistently met the objectives of this service: preservation of capital, timely availability of cash to meet obligations; and a return on investments that meets or exceeds industry standard benchmarks. Key to this has been development and strict adherence to sound investment policies. For the past two years, the County's investment policy has twice been accorded recognition by the Municipal Treasurers Association; it has been used as a model for other jurisdictions; and the County has been invited by the Association to perform evaluations of the policies of other jurisdictions.

The expanding use of electronic payment systems has greatly changed the way cash managers have dealt with "float". Funds are available more quickly and the managed float of County payments continues to shrink, calling for creative new ways to monitor and analyze cash available for investment. Coupled with significant changes in the money market brought about by mergers and acquisitions and diminishing supplies of certain foundation investment vehicles, more sophisticated analysis is required than in the past. The Department is making use of an automated tool (a treasury workstation) that facilitates many labor-intensive analytic processes. It permits extensive use of historic transaction data for forecasts and performance measurement and the workstation interacts with banks, brokers, and commercial financial reporting services on a near-real time basis.

The most significant change over the past several years has been the consolidation (by acquisition or merger) of many financial institutions, limiting investment choices as we seek to maintain portfolio diversity and shifting the provider-of-choice for many banking services. In adjusting to these changes we are focusing more narrowly the banking products acquired through the general banking contract and providing assistance to others in obtaining specially tailored banking products.

Cash available for investment has grown from a low in 1997 of \$781 million to a high of \$1,840 million in 2001. The basic approach to investing these funds remains the same, but the marketplace has reacted to a number of non-cyclical events such as the revaluation of technology stocks, pressure on the equities market in general, and the change in national administrations at a time of large budget surpluses and continued calls for tax reduction. The debt securities market has reacted to these and other investor-sensitive events, validating the County's non-speculative funds placement and a hold-to-maturity approach.

Implementation of automation (the treasury workstation) has greatly improved the security of investment operations. By converting labor-intensive processes to fully automated steps, the investment analysts have been freed to allocate a greater portion of their time to economic research and portfolio analysis. Over time, accumulation of data by the workstation will provide a basis for additional cash flow projections and "what if" analysis, making a longer-term investment strategy feasible.

► Method of Service Provision

Investment services are provided entirely by County staff.

► **Performance/Workload Related Data**

Performance in this CAPS is measured by objective data in both the investing and bank services areas. In line with the objectives of preserving the safety of capital, maintaining liquidity, and achieving the highest yield within the constraints of the preceding two objectives, performance is measured by staff's adherence to carefully designed investment guidelines, by meeting the daily needs for cash to pay obligations yet achieving a targeted minimum of uninvested cash, and securing for the County interest revenue that meets or exceeds the benchmark for this type of portfolio. In this CAPS, we strive for consistent application of investment policy in all but the most rare situations, that is, a 99.88 percent success rate based on prior year experiences. We aim for 100 percent availability of cash to meet requirements, resulting in occasional excess balances above our target. The current goal is to meet target balances 95.7 percent of the time, a small yet challenging advance on prior year achievements. The benchmark used for investment earnings in this restricted, short-term portfolio is the rolling six-month Treasury bill. Our goal is to achieve a rate of return above that benchmark. In FY 2001, the goal was to earn 26 basis points (0.26 percent) above the average yield for six-month Treasury bills. Given the dramatic drop in yields anticipated for FY 2002 (approximately 60 percent of the prior year interest rates) the target spread between the benchmark and the County's return on investments will be judged by a proportionately reduced goal.

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 1 - 25%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia, 21-130 through 134. Deposit and accountability of bond proceeds.

06-03-Accounting and Financial Reporting

Fund/Agency: 001/06		Department of Finance
Personnel Services	\$1,391,258	<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p>A pie chart titled 'CAPS Percentage of Agency Total'. The chart is divided into two segments: a blue segment representing 'Accounting and Financial Reporting' at 35.6%, and a yellow segment representing 'All Other Agency CAPS' at 64.4%. A legend below the chart identifies the colors: blue for 'Accounting and Financial Reporting' and yellow for 'All Other Agency CAPS'.</p>
Operating Expenses	\$1,127,147	
Recovered Costs	(\$218,852)	
Capital Equipment	\$0	
Total CAPS Cost:	\$2,299,553	
Federal Revenue	\$0	
State Revenue	\$152,821	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$152,821	
Net CAPS Cost:	\$2,146,732	
Positions/SYE involved in the delivery of this CAPS	26/26	

► CAPS Summary

The Accounting and Financial Reporting program provides the capability to produce consistent and reliable financial information used by managers, citizens, other governments, and commercial interests. Through this CAPS, the Department of Finance maintains the financial accounts used throughout the County. This resource supports the individual needs of agencies while applying accepted uniform standards to ensure that financial data is comparable from year to year, from agency to agency, from jurisdiction to jurisdiction, and can be relied upon by those with an interest in the financial health and the result of operations in the County. A variety of internal control measures are designed, applied, and tested to assure the integrity of data and the protection of County assets. In response to a variety of needs and requirements, the team of public finance accountants and analysts delivering this service produces the Comprehensive Annual Financial Report, which serves as an extensive resource for analysis of the County's financial performance. This report is audited by an independent certified public accountant, and it forms the basis for a variety of other financial reporting required by the Commonwealth and the federal government. The conduct of the annual independent audit is

managed through the Audit Steering Committee, comprising managers from the County and its component units.

The Commonwealth's Compensation Board reimburses a portion of the salary costs incident to this CAPS.

Beginning with FY 2002, the County will adopt a significantly different approach to financial reporting. In compliance with the pronouncements of the Governmental Accounting Standards Board, future reporting will use the accrual method of accounting and a greatly expanded array of schedules and data presentation. Thus, the approach to and presentation of financial information will be similar to that traditionally used for commercial entities. Preparation for converting to this new reporting model has been extensive and there is a continuing challenge to make the newly formatted reports as useful as their predecessors, especially during the early years of transition. There will be continued training requirements for contributors to the County's accounting programs and certain accounting system modifications to accumulate the required new information.

Over the past several years, greater use has been made of automation tools to accumulate and analyze financial information for reporting purposes. Through process redesign efforts the annual year-end close out process has been improved dramatically, providing users more timely access to data and a smoother transition to the new fiscal year.

Internal improvements to the report preparation process have significantly decreased staff overtime, reduced the cost of the external audit, and facilitated the timely management of audit issues.

The enormous task of implementing the new financial reporting model will continue through FY 2002. With the assistance of contractual expertise, we have been able to meet internal deadlines for the FY 2002 implementation of this model, while maintaining a high standard of service delivery for ongoing requirements and obligations.

► **Method of Service Provision**

Services are provided by County staff.

► **Performance/Workload Related Data**

Workload in this CAPS has increased steadily in recent years in response to statutory and regulatory calls for more and improved financial information. From FY 1999 to FY 2002, the number of financial statements or reports published by the Department has grown from 206 to 261. This 25 percent increase was achieved with no staffing increase through use of improved automation and in-house designed software solutions. In this CAPS staff also reviews reports prepared elsewhere in the County in support of grants, mandated program reporting, and financing opportunities. The actual number of reports increased 25 percent from 265 reports in FY 1999 to 332 reports in FY 2002, but the actual workload increase was somewhat higher because it involved start-up planning, data development and testing, and integrity assurance processes. Here, too, increases have been absorbed without staff growth or increased operating expenses other than normal inflation.

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia 15.2-2511 Requirement for production of annual financial report.
- Code of Virginia 2.1-71 Filing of information by political subdivisions, inspection and publication of such information.
- Single Audit Act of 1996, Sec 7502(a)(1)(A) Requires audits and reports for recipients of federal grants.
- Code of Virginia 58.1-3127 Treasurer to maintain books of account and to make them available for inspection.
- Code of Virginia 15.2-2510 Requires comparative report of local government revenues and expenditures.
- OMB Circular A-133 Prescribes audits of local governments.

06-04-Payments of Countywide Obligations

Fund/Agency: 001/06		Department of Finance
Personnel Services	\$640,339	<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p style="text-align: center;">82.5%</p> <p style="text-align: center;">17.5%</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> ■ Payments of Countywide Obligations ■ All Other Agency CAPS </div>
Operating Expenses	\$491,105	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$1,131,444	
Federal Revenue	\$0	
State Revenue	\$159,435	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$159,435	
Net CAPS Cost:	\$972,009	
Positions/SYE involved in the delivery of this CAPS	16/16	

► CAPS Summary

Under Virginia law, the Director of Finance is responsible for all payments of County and Schools obligations. Payments are made by check, by electronic funds transfer, and to a limited extent, by cash. The payment services process includes a carefully controlled and administratively separate accounts payable operation, check-writing and electronic payment authorization, and bank relationship management.

The accounts payable program manages prompt payment of all obligations, producing over 330,000 checks annually within 30 days of invoicing and receipt of goods in compliance with mandated prompt payment guidelines. In addition, the County's objective is to take 100 percent of discounts available from vendors when special payment terms are offered. Payment operations also support all payroll, retirement, debt service, employee reimbursement, tax refunds, and inter-government payments.

Funding is provided by the County's General Fund. Part of the salary costs for this CAPS is recovered from the Commonwealth's Compensation Board.

Department of Finance

In FY 2001, the Department of Finance completed conversion of its checkwriting system from a labor-intensive mainframe process to an efficient laser printing capability. To achieve greater efficiency, the Director of Finance delegated to the Schools authority to produce their own payroll checks, using a system identical to the County's. This partnership approach provides each with an off-site backup capability and significantly reduced the cost of acquisition.

To prevent fraudulent access to County and Schools accounts, we utilize a positive pay service and on-line access to the bank's records. Positive pay denies payment of any check not previously reported by the County as having been issued. Through online access, we are able to immediately obtain the details and an image of all checks presented to the bank for payment. This capability also enables the County to stop payment on any check that has been issued.

An FY 2002 initiative that we are developing is the capability to replace many check payments with electronic deposits to the recipients' accounts. The payments industry has not yet developed uniform standards for electronic invoicing to make feasible automatic deposits of vendor claims. Staff participates actively in commercial bank training opportunities, local government professional groups, and commercial treasurers' associations to keep the County positioned to implement cost-saving technologies. The cost of technologies recently introduced was recovered within the first year of operation. In addition, the number of staff and the hours spent on this service have steadily decreased since 1997.

► **Method of Service Provision**

This service is provided directly by County Staff.

► **Performance/Workload Related Data**

There are three distinct operations in the Payments CAPS: accounts payable; check-writing; and check security. The number of invoices and direct payments is expected to remain at a constant rate of some 200,000 per year for the foreseeable future. Checks resulting from payables operations are printed and mailed on a same-day basis, 98 percent of the time. Through process improvement we expect to raise that to 99.9 percent in FY 2002. Automation initiatives and inventory management have brought down the per-check cost from \$0.45 in FY 1998 to \$0.15 in FY 2001. Operating cost increases due to inflation will be offset by savings in staff efficiency. The final phase of the payables process, check security, has been fortified by a relatively new tool called Positive Pay. Historical cost data are not available, but this process results in savings in staff time for bank account reconciliation (part of the Financial Control and Compliance CAPS.) By discovering unusual items before they are posted to the County's bank account, loss due to check fraud is virtually eliminated and time-consuming after-the-fact research is avoided. We have introduced imaging solutions to the checking process, replacing microfilm storage and retrieval systems with a lower cost digital image solution.

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia 15.1-766(e) Director of Finance responsible for disbursement of funds.

County Insurance Fund

► Agency Mission

To monitor risk and loss exposures associated with workers' compensation and other liabilities, maintain liability insurance or self insurance funding reserves, and conduct safety and loss prevention programs for County agencies in order to minimize risk and loss potential.

► Trends/Issues

The three CAPS in the County Insurance Fund must be viewed together to understand the direction of this business function. Rather than approaching objectives from three discrete avenues, the Risk Management Division of the Department of Finance has developed a synergistic strategy. Increasing emphasis is placed on training and education as a primary tool to prevent accidents and losses, and this is approached as a team effort by specialists in each of the CAPS. The increased emphasis on returning injured workers to productivity has been a success that will be continued and expanded.

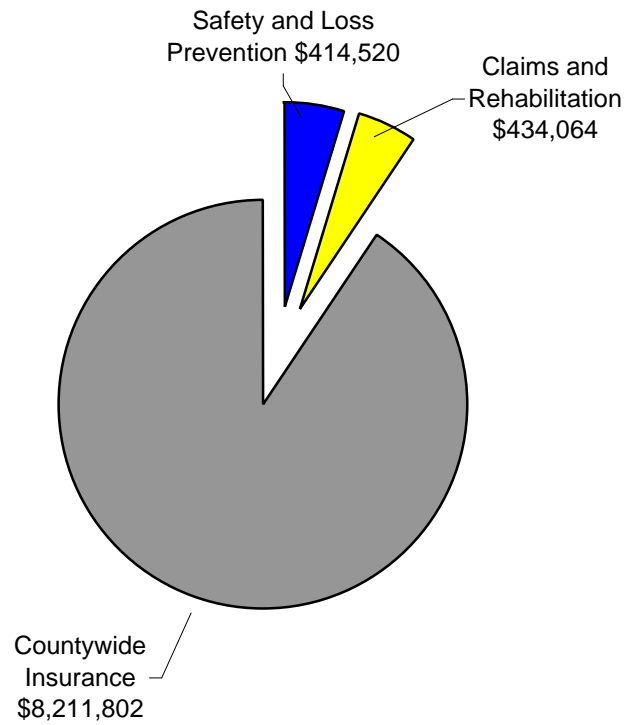
Emphasis is being placed on finding and employing information technology to manage and deliver data that contributes to efficiency and enhances customer service. Conversion of manual records systems to image files and databases will permit more timely processing of claims and more thorough risk assessments. Use will be made of the Intranet to permit affected workers to file and later to monitor the status of claims. The insurance program will make productive use of asset inventory records and claims history in assuring that the County has adequate coverage against loss and sound records upon which to establish the propriety of claims.

The continued growth of personal computer use has led to increasing workplace health risks associated with repetitive motion injuries. An aggressive ergonomics program focuses on educating agencies and workers on preventative measures. An alarming rise in the incidence of workplace violence has been met with a program to inform employees throughout the County how to recognize the potential for a dangerous situation, and how to deal with incidents. Here, too, the Risk Management staff takes a team approach, and includes expertise from disciplines across the County.

► Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
501-01	Safety and Loss Prevention	\$414,520	6/5.1
501-02	Claims and Rehabilitation	\$434,064	6/5.75
501-03	Countywide Insurance	\$1,927,597	1/2.15
TOTAL Agency		\$2,776,181	13/13

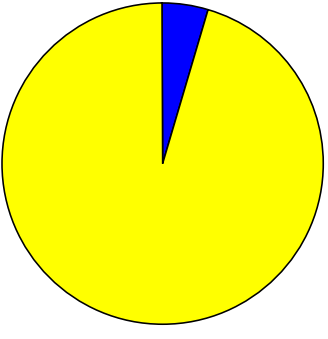
County Insurance Fund



Total FY 2002 Adopted Budget Expenditures = \$9,060,386

Total FY 2002 Adopted Budget Net Cost = \$2,776,181

501-01-Safety and Loss Prevention

Fund/Agency: 501/06		County Insurance Fund
Personnel Services	\$357,452	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">95.4%</p> <p style="text-align: center;">4.6%</p> <p style="text-align: center;">■ Safety and Loss Prevention ■ All Other Agency CAPS</p>
Operating Expenses	\$57,068	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$414,520	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$414,520	
Positions/SYE involved in the delivery of this CAPS	6/5.1	

► CAPS Summary

The safety and loss prevention programs ensure that a process is maintained to prevent accidents or to reduce their frequency and severity. Key to this is a diligent process of identification, evaluation, and mitigation of all operational risks. This is done through risk assessments, safety inspections, and audits of all County-owned/leased facilities.

The essential elements of this CAPS are education, agency awareness of risks and their consequences, and active measures to maintain a safe and healthy workplace. Data management is playing an increasingly important role in understanding safety risks and the County's exposure. Staff use this data for trend analysis and prediction, and to develop responsive training programs. Staff reviews proposed contract terms to identify opportunities for risk transfer or to assure that appropriate insurance provisions are included in contracts and leases. The range of safety and loss issues is substantial. For example, staff supports agencies by managing a driver record review program, by maintaining a database of hazardous materials, and through inspection programs such as for boiler pressure vessels.

County Insurance Fund

This CAPS is funded through the County Insurance Fund, operating as an internal service fund. Resources from the General Fund are supplemented by non-General Fund groups participating in the fund.

The Safety and Loss Prevention program took the lead in developing a County Workplace Violence program. The first stage was rollout of training for employees at all levels. This is followed by development of threat assessment teams to assist with the case management responsibilities and to provide tailored crisis management plans to respond to incidents. Education and safety awareness are viewed as key areas for reducing losses and minimizing the County's risk. Working with other elements of the County's risk management effort, this CAPS provides expertise and additional resources in the formation of a risk management training team to respond to requests and provide ongoing County agency and employee training.

Expanding utilization of technology in delivery of County services presents a number of significant risks addressed by this CAPS. Through an Ergonomics Assessment Program, the incidence of employee injury resulting from new work methods will be mitigated. Continued growth of the population being served and the expanding catalogue of County services challenges this CAPS to be out front to anticipate new risk potential and to partner with operating agencies to manage the risks in the most efficient way. The dramatic rise in the availability of computer-to-computer information sharing poses new risks in terms of privacy protection and data integrity and additional efforts will need to be focused on this important area.

Staff in this CAPS are continually developing creative approaches to improve existing services and to meet new challenges. These include active participation in the Automated Defibrillator Program in its pilot at government center facilities, ongoing development of preventative measures and incident response in the workplace violence arena, participation with other jurisdictions in regional initiatives and emergency preparedness, and the never-ending desire to maximize employee awareness of safety hazards.

► **Method of Service Provision**

Services generally are provided by County staff. Boiler Pressure Vessel Inspections are conducted by loss control representatives from the County's insurance carrier.

► **Performance/Workload Related Data**

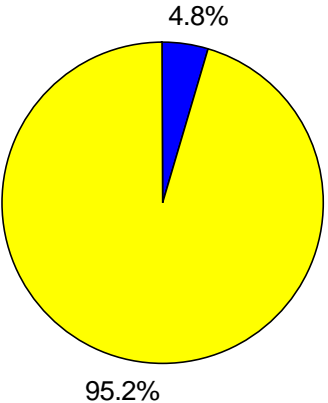
Key to success in this CAPS is the ongoing assessment of risk potential, identification of operational exposures, and development of methods for reducing or eliminating these risks. Based on experience and industry standards, staff aims to conduct 74 to 78 assessments each year. In addition, certain high risk operations call for regular inspection. Staff aims to conduct 200 such inspections in the coming year.

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 51 - 75%. The specific Federal or State code and a brief description of the code follows:

- CFR 29 1910-1926 Requirement to perform safety inspections and audits.
- Code of Virginia 40.1-51.6 Requirement to perform boiler pressure vessel inspections.

501-02-Claims and Rehabilitation

Fund/Agency: 501/06	County Insurance Fund	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">4.8%</p> <p style="text-align: center;">95.2%</p> <p style="text-align: center;">■ Claims and Rehabilitation ■ All Other Agency CAPS</p>
Personnel Services	\$369,680	
Operating Expenses	\$64,384	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$434,064	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$434,064	
Positions/SYE involved in the delivery of this CAPS	6/5.75	

► CAPS Summary

The Claims and Rehabilitation Program receives, evaluates, and settles all claims against the County from employees, citizens, and external organizations. This includes overseeing the activities of a third-party administrator for workers' compensation as well as automobile and general liability claims.

County interests are protected by staff investigations of new claims and direct settlement negotiation with citizens and other outside parties. Where settlement is accomplished by a third-party administrator, County staff reviews for approval all decisions on compensability and liability. Under this CAPS, County losses deemed to be caused by someone else are pursued for recovery. We work with federal programs (OFDA and FEMA) to coordinate workers' compensation and liability coverage for Fire and Rescue's Emergency Response Teams.

County Insurance Fund

Data collection from this program is used in related CAPS to identify areas requiring the attention of the safety officials and agency directors. It is also used for forecasting purposes in determining future expenses and reserve analysis. The program also provides extensive training to County personnel including direct training to agencies, general training for claims contacts, and risk management training as part of the New Employee Orientation Program.

The Claims and Rehabilitation Program is funded entirely by the County Insurance Fund.

The Claims and Rehabilitation Program has consistently provided mandated workers' compensation benefits to County employees in a humane and concerned fashion while maintaining costs at a competitive level. As a result, we have witnessed reduction in lost work-hours due to work-related injuries without commensurate increases in medical costs. This has been accomplished by coordinating a County-wide light duty program to bring employees back to work at modified duties rather than having them stay home for extended periods of time. This provides the double benefit of providing manpower to the agencies for special projects and serving as a form of physical therapy to injured employees to keep them active during the recovery process.

The program has worked diligently to sustain the trust of affected County employees. Through a program of informal dispute resolution, employees have the opportunity to discuss adverse decisions on their claims, thereby improving the decision-making process and greatly improving the claimants' satisfaction. We have been able to maintain a litigation rate in workers' compensation of less than one percent. In the history of this program we have never had an employee pursue litigation following a dispute resolution effort.

The Claims and Rehabilitation Program is responsible for providing reports to upper management. We have taken a proactive approach to this, modifying existing reports to make them more comprehensive and useful, and creating new reports for agency directors to deal with ongoing issues. An example of the latter is the lag time report, an annual report designed to inform agency directors of the average time taken to complete workers' compensation reports.

A near-term initiative is to implement both telephonic and electronic reporting of workers' compensation claims. The intent is to reduce the reporting time from an average of 18 days to 3 to 4 days and to eliminate the majority of forms presently being required. We plan to make all forms available via the Intranet and to allow reporting for first party claims (damage to County owned property) via the Intranet. We also will implement a program for the electronic storage of claims documentation in order to reduce physical storage requirements both within Risk Management as well as at the County Archives. In so doing, we expect a significant reduction in time presently spent locating paper files.

As the administrator for a mandated workers' compensation program, we are directly affected by state legislation. The Commonwealth is moving toward electronic reporting of claims and the County must be positioned to implement this new reporting method.

There is presently a national movement to standardize claims coding to allow for national benchmarking for public entities. We are implementing a new Risk Management Information System that will be compatible with this new program. In addition, the Claims Manager is a member of the working group developing the new coding for workers' compensation.

In 1997, the Claims and Rehabilitation Program was doing business in much the same manner as it had during the previous ten years. Since that time we have worked to improve procedures to make them more efficient and easier to understand, to improve relationships with County agencies and employees, and to implement efficient use of automation.

County Insurance Fund

We are moving towards a fully automated data system that will allow instant access to claims information by the staff. This will significantly improve services provided to our clients and it will reduce costly physical storage requirements. Important initiatives include document imaging for storage and retrieval, extended access to data systems by key agency contacts, and telephonic reporting of claims.

The Claims and Rehabilitation Program is involved in several initiatives with other program elements of Risk Management. These include a pilot program to install automated external defibrillators in the buildings of the Government Center complex, and the development of a workplace violence program. We are working with the Public Safety Occupational Health Center to expand their program to include workers' compensation, and to better track those services. We have worked with the Department of Vehicle Services to streamline the vehicle repair process. We have begun a program to allow key agency personnel access to claims data systems to provide them with up-to-date information on their claims.

► **Method of Service Provision**

Workers' compensation, auto liability, and general liability claims are contracted to a third party administrator, with oversight by the Claims and Rehabilitation Program. First-party claims (damage to County owned property), police liability, public official's liability, employee claims, and others are administered internally by the program staff. The coordination of the rehabilitation and light duty program is administered internally. All other services are dealt with directly by program staff.

► **Performance/Workload Related Data**

In order to initiate timely investigations and decisions on claims, we have established a performance measurement of processing 90% of claims within 30 days. We have seen a gradual improvement in meeting this goal over the years. In FY 1998, the average processing time was 22 days. That improved to 21 days in FY 1999 and to 17 days in FY 2000. By revamping the basic system for processing the claims we aim to reduce the time to less than 10 days.

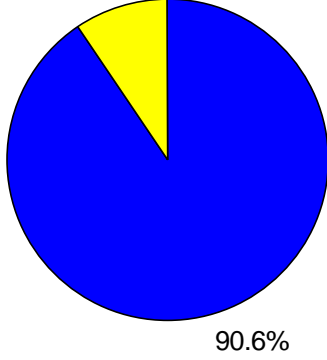
► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 51 - 75%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia 65.2 Mandatory workers' compensation program.

County Insurance Fund

501-03-Countywide Insurance

Fund/Agency: 501/06		County Insurance Fund
Personnel Services	\$177,464	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">9.4% 90.6%</p> <p style="text-align: center;">■ Countywide Insurance ■ All Other Agency CAPS</p>
Operating Expenses	\$8,034,338	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$8,211,802	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$6,284,205	
Total Revenue:	\$6,284,205	
Net CAPS Cost:	\$1,927,597	
Positions/SYE involved in the delivery of this CAPS	1/2.15	

► CAPS Summary

The insurance program assures the County's financial integrity is protected through a combination of commercial insurance and self-insurance. The program is responsible for procuring and maintaining the County's commercial insurance coverage to protect valuable County assets, such as buildings, contents, computer hardware and software, library books, fire vehicles and equipment, and other high valued inventory. Coverage is also purchased to provide for employee and public officials bonding requirements, excess liability, and workers' compensation exposures above a self-insured retention.

The County Insurance Fund operates as an internal service fund with a budget allocated through the General Fund or by non-General Fund groups participating in the fund.

The insurance broker/insurance acquisition process has been streamlined to eliminate costly repetitive bidding and has resulted in very competitively priced insurance products.

County Insurance Fund

Additionally, an asset review process has been established to assist in properly valuing insured buildings and contents to include documenting contents through video.

In the future it will be necessary to streamline insurance coverage to eliminate the need for continuous reporting of assets. It will also be a challenge to maintain current coverage and meet future needs of diverse County programs due to the significantly constricting insurance market occurring as a result of large underwriting losses resulting from claims and losses in insurance carrier investment income.

The National Performance Measurement program and changing laws and regulations are likely to require increased investment to implement ergonomic standards and to mitigate the associated health hazards.

Costs paid through self-insurance include mandated workers' compensation benefits to County employees. County claims and rehabilitation programs are approached in a humane and concerned fashion while maintaining costs at a competitive level. As a result, we have witnessed a reduction in lost work-hours due to work-related injuries without commensurate increases in medical costs. This has been accomplished by coordinating a County-wide light duty program to bring employees back to work at modified duties rather than having them stay home for extended periods of time. This provides the double benefit of providing manpower to the agencies for special projects and serving as a form of physical therapy to injured employees to keep them active during the recovery process.

County programs have become more diversified over the past several years, serving unique needs of the County population. This results in an ever-changing insurance program to serve these needs. For example, recently coverage has been obtained to cover FASTRAN buses parked at the government center complex.

Recently the insurance marketplace has tightened significantly and signs indicate it will continue to constrict. This is resulting in considerably more detailed underwriting submissions and increasing premium costs.

County insured inventories and values have expanded. We currently insure property values which exceed \$1.3 billion dollars and insurance needs have expanded due to the diversified needs of various County programs.

County property or other assets are being reviewed to confirm insurance levels are adequate and not under- or over-insured. Initiatives are being undertaken to create competitive marketing for County insurance placements.

► **Method of Service Provision**

Insurance services are provided by County staff.

► **Performance/Workload Related Data**

Loss protection through commercial insurance and self-insurance is extended to approximately 450 sites, comprising both owned and occupied buildings and leased facilities, for which insurance extends only to contents. In writing new policies and renewals, valuation assessment and adjustments are made for thousands of insurable assets, involving on-site property audits at some 100 sites each year, leading to approximately 45 fully developed and documented submissions to insurance carriers each year. Success is measured against a target of completing inventories and submitting insurance renewals within 10 days of policy renewals, resulting in 96 percent of all insurable asset reports being within 10 percent of assets reported by agencies during inventory. Full workers' compensation coverage, 100 percent, is to be achieved each year within fund balance and a premium adjustment is developed annually for the General Fund and separately for each of some 30 non-General Fund agencies.

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 1 - 25%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia 15.1-43 Requirement to maintain certain insurance lines.

Department of Human Resources

► Agency Mission

To administer a comprehensive personnel program within County government ensuring compliance with Federal and State laws and regulations, the Personnel Rules, Merit System Ordinance, resolutions of the Board of Supervisors and administrative policies of the County Executive.

► Trends/Issues

The focus of the Department of Human Resources is the three major areas of the personnel process: recruitment, retention and compensation of its employees. Its mission is to attract qualified and diversified workforces who are equipped with the appropriate skills and vision to implement the County's overall mission, objectives and goals. Further, the Department ensures compliance with Federal, and State laws and regulations, the Personnel Rules, Merit System Ordinance, resolutions of the Board of Supervisors and the Administrative policies of the County Executive. This is accomplished by providing streamlined employment practices that ensure equal employment opportunity, comprehensive benefit and award programs and competitive and appropriate pay structures.

Recently, the Department of Human Resources has functioned in a dynamic and continually-evolving environment. Over the last two years the department developed and implemented a new pay-for-performance system which moved employees from a restrictive pay structure to an open pay range structure and variable pay range beginning at 2 percent with 0.5 percent increments to the maximum of 7 percent. Additionally, performance bonus ratings are included beginning at 3 percent with 0.5 percent intervals to the maximum of 5 percent for tenured employees. These changes move the County toward a more "private sector" approach and provide continuous incentive to maintain a high performing, quality workforce.

The compensation, job analysis and design arena will continue to experience significant change as the Department continues to work with other County agencies to accommodate the changing needs of a diverse workforce. Recently, finalized initiatives include completion and implementation of the reclassification review of over 300 information technology positions, 800 Community Services Board positions and 2,000 administrative positions. Also, a County-wide market study was developed and implemented for over 700 job classes to ensure pay rates were adequate and in-line with competing employers throughout the metropolitan region.

As the County struggles to maintain continuity in its workforce employee benefits have been a focus. The County rebid health insurance HMO plans and converted 2,200 employees into new programs. Further, work/family employer practices were developed, including: teleworking, expansion of job-sharing, flexible work schedules, employee counseling, leave programs and additional ride share programs.

Enhancements to technology have moved the agency toward a "work smarter, not harder" atmosphere, particularly since the agency has experienced virtually no-growth in positions since FY 1996. The agency completed a conversion of the workforce of 10,000 employees to an on-line electronic time and attendance system. Also, the use of Internet based recruitment has been effective to attract employees in a more cost-effective manner. Resumes are also accepted quickly and efficiently in an electronic format.

Department of Human Resources

Over the coming year, the Department will be undertaking several new initiatives. As the current Personnel Resources Information System (PRISM) was developed in 1990, the Department will manage and support software enhancements and user based programs for payroll and general Human Resource applications. As an additional technology advancement, the Department is currently working to develop an automated requisition submission process.

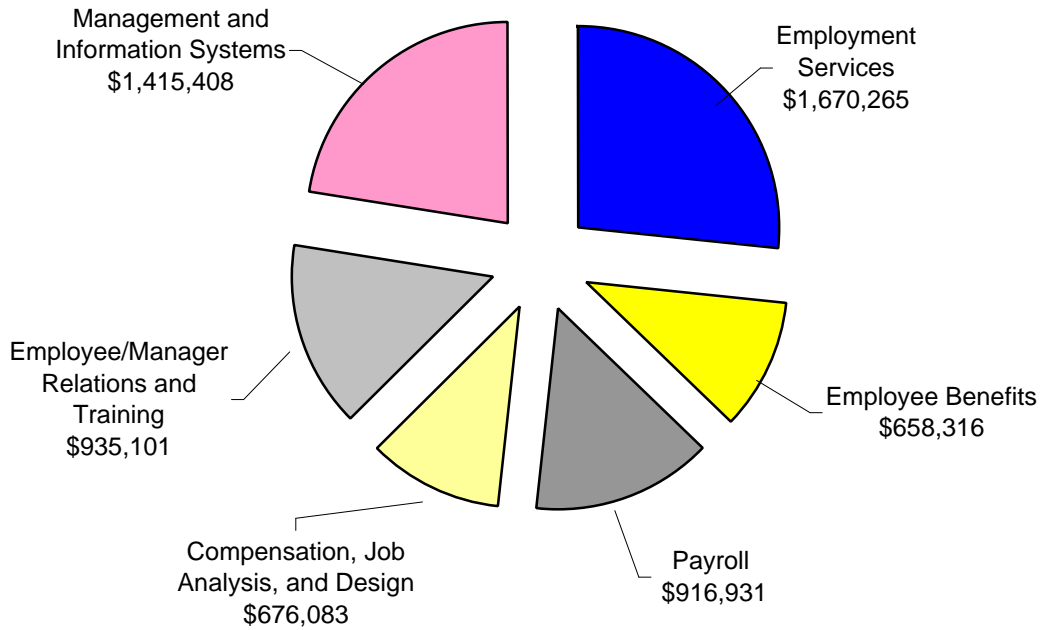
Employee records encompassing actual employment histories, benefit enrollments, and security forms will be stored in an electronic format eliminating the current paper folder system.

The Compensation, Job Analysis, and Design unit will develop and implement a competencies-based classification structure and training system for all Department of Human Resources professional employees. A market-based compensation reporting system will be developed that will allow for streamlined collection, comparison and utilization of pay data for the regional recruitment area that represents Fairfax County's hiring area.

► Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
11-01	Employment Services	\$1,670,265	16/16
11-02	Employee Benefits	\$658,316	9/9
11-03	Payroll	\$907,094	17/17
11-04	Compensation, Job Analysis, and Design	\$676,083	9/9
11-05	Employee/Manager Relations and Training	\$935,101	10/10
11-06	Management and Information Systems	\$1,415,408	8/8
TOTAL Agency		\$6,262,267	69/69

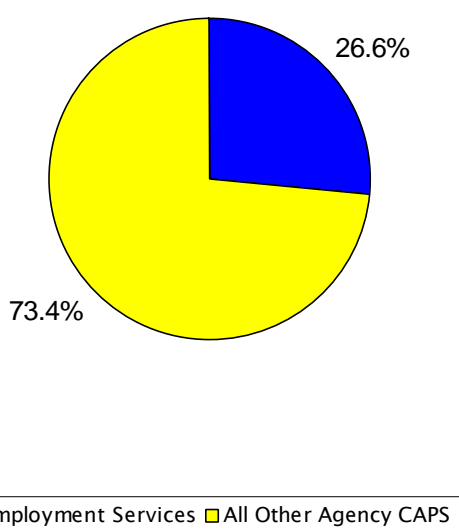
Department of Human Resources



Total FY 2002 Adopted Budget Expenditures = \$6,272,104

Total FY 2002 Adopted Budget Net Cost = \$6,262,267

11-01-Employment Services

Fund/Agency: 001/11		Department of Human Resources
Personnel Services	\$912,357	<p style="text-align: center;">CAPS Percentage of Agency Total</p> 
Operating Expenses	\$757,908	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$1,670,265	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$1,670,265	
Positions/SYE involved in the delivery of this CAPS	16/16	

► CAPS Summary

The Employment Division provides support to agencies in the selection and development of competent employees by providing effective, cost efficient recruitment and selection consulting services.

The Employment Services Division staff consults with agencies to provide guidance and support to ensure that selection procedures are in compliance with County, State and Federal merit system principles. The Employment Services Division staff develop recruitment plans for specific vacancies and determines the most effective advertising media. Personnel Analysts act as consultants to agencies in developing selection criteria and in resolving recruitment problems. Staff researches and prepares responses to application complaints and litigation actions concerning selection decisions. Assistance is provided to ill/injured employees in finding alternate positions and to disabled applicants in the selection process. Staff coordinates Americans with Disabilities Act issues with County Agencies. The Outreach Recruiter assists agencies in determining appropriate recruitment sources to enhance the

Department of Human Resources

diversity of the applicant pool. Staff tracks and monitors Criminal Background Investigation requests and results.

Testing Unit staff assist Public Safety agencies in the development of assessment center and other promotional exams. Staff serve as subject matter experts in any litigation actions pertaining to testing processes.

In an effort to retain qualified employees, the Employment Services Division in conjunction with a private consultant will be developing a web-based exit interview survey to investigate work place climate, management practices and career development and identify barriers encountered by women and minorities to improve the organization overall and increase employee retention.

Employment Services Division staff provide training on Interviewing Techniques, Decentralized Certification, Resume Writing, Selection Process and other topics as requested by agencies. Focus group sessions have been held to determine the needs of agencies and will continue to be used to obtain feedback on the quality of service provided. Customer service is our top priority.

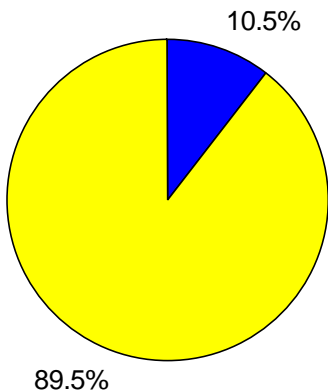
► Method of Service Provision

Service provided directly to customers (employees, agency managers, members of the Board of Supervisors, commissions, constituents, Federal and State regulator agencies) and others as appropriate. Service is provided with staff working in a team-based environment, individually, or in groups as consultants.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Best qualified applicants forwarded to agencies	NA	NA	20,125	21,131	22,187
Resumes processed	35,996	33,143	44,672	46,906	49,251
Outreach Contact made	NA	NA	40	60	80

11-02-Employee Benefits

Fund/Agency: 001/11		Department of Human Resources
Personnel Services	\$474,735	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">89.5%</p> <p style="text-align: center;">10.5%</p> <p style="text-align: center;">■ Employee Benefits ■ All Other Agency CAPS</p>
Operating Expenses	\$183,581	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$658,316	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$658,316	
Positions/SYE involved in the delivery of this CAPS	9/9	

► CAPS Summary

The Employee Benefits Division provides overall management for the County's employee benefits programs (health, dental, group term life, universal life, and long-term disability insurance, dependent care and medical spending accounts, deferred compensation, and continuation of benefits for employees under COBRA, Leave Without Pay (LWOP) and Family and Medical Leave Act (FMLA)). The Division also manages the \$37 million Health Benefits Trust Fund, drafts specifications for competitive bids, analyzes bids, selects carriers, manages vendor contracts, communicates benefits, and counsels employees and retirees on benefit issues.

Department of Human Resources

► Method of Service Provision

Service is provided directly to customers (employees, agency managers, members of the Board of Supervisors, commissions, constituents, Federal and State regulator agencies) and others as appropriate. Service is provided with staff working in a team based environment, individually, or in groups as consultants.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Enrollments in Benefit Programs	30,857	36,569	40,851	42,936	43,794
Percent of increased enrollments in benefit programs	4.0%	25.0%	11.7%	5.1%	2.0%
FICA Savings from all pre-tax plan enrollments	\$915,770	\$1,039,315	\$1,050,064	\$1,268,363	\$1,331,781

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 1 - 25%. The specific Federal or State code and a brief description of the code follows:

- Consolidated Omnibus Budget Reconciliation Act, Family and Medical Leave Act, Health Insurance Portability and Accountability Act, Section 125 and 457 of the Internal Revenue Code.

11-03-Payroll

Fund/Agency: 001/11		Department of Human Resources
Personnel Services	\$897,647	<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p>A pie chart titled 'CAPS Percentage of Agency Total'. The chart is divided into two segments: a large yellow segment representing 'All Other Agency CAPS' at 85.4%, and a smaller blue segment representing 'Payroll' at 14.6%. A legend at the bottom identifies the blue square as 'Payroll' and the yellow square as 'All Other Agency CAPS'.</p>
Operating Expenses	\$19,284	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$916,931	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$9,837	
Total Revenue:	\$9,837	
Net CAPS Cost:	\$907,094	
Positions/SYE involved in the delivery of this CAPS	17/17	

► CAPS Summary

The Payroll Division administers personnel and accounting activities, programs and services that support a county workforce of approximately 10,000 merit and 4,000 exempt employees working in 60 county agencies. The goal is to provide timely, accurate and well-received personnel/payroll services that are cost effective and comply with financial and legal requirements.

Department of Human Resources

On a daily basis, division staff work closely with agency managers, payroll contacts and other employees to provide training, analysis, information, problem resolution and counseling in three key areas:

- **Payroll Accounting**
Includes: mandatory payroll deductions such as taxes, retirement and wage assignments; voluntary deductions such as health insurance, personal property tax; deferred compensation, charitable contributions; W-2 forms and other tax reporting; administrative actions on behalf of deceased employees; and Health Benefits Trust Fund statements.
- **Records and Information Management**
Includes: employee personnel/payroll records; freedom of information act requests; subpoenas, employment verifications and other requests for personnel/payroll information; system tests for payroll system changes; and administrative support for Payroll Division.
- **Personnel Actions and Time and Attendance**
Includes promotions, demotions, transfers, all actions affecting employee status and compensation; leave, automated time reporting and processing; payroll control audits; training and technical assistance to employees, agency managers and payroll contacts.

The Payroll Division's activities, programs and services are continually affected by changes in employee compensation, overtime, evaluation systems, tax laws, benefit options and the County's human resources/payroll system (PRISM or a new system).

Accomplishments for FY 2001 include:

- Implemented automated system changes for employee compensation and evaluation:
 - Pay for performance - change to rating parameters required new computer screens and transactions.
 - Non-performance bonuses and incentive pay to recruit and retain employees for difficult-to-fill positions/services such as public safety communications workers (911), police officers who train recruits, and seasonal leaf collectors.
 - On-call pay to compensate employees for restricted off-duty time.
 - Firefighter overtime changes to include leave in the overtime calculation.
- Implemented streamlined benefits accounting process using automation to reduce time on task by 20 percent.

Department of Human Resources

Initiatives for FY 2002 include:

- Lead efforts to implement a new human resources/payroll system or enhance the existing system.
- Implement multi-state tax withholding and reporting for employees who reside in states other than Virginia.
- Implement skill based training for human resources/payroll professionals.
- Implement employee options for series I U.S. savings bonds (higher interest yield than current series EE savings bonds).
- Implement employee option for pre-tax retirement buy back for employees who participate in the Virginia Retirement System.
- Implement employee option for pre-tax savings for children's education.
- Implement Administrative Support Study.

► **Method of Service Provision**

Service provided directly to customers (employees, agency managers, members of the Board of Supervisors, commissions, constituents, Federal and State regulator agencies) and others as appropriate. Service is provided with staff working in a team based environment, individually, or in groups as consultants.

Department of Human Resources

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Employees supported	16,581	16,588	17,067	17,100	17,100
Pay records processed	332,956	338,884	345,722	346,000	348,000
Direct deposit participants (average bi-weekly)	11,730	12,936	13,184	13,200	13,300
Time records processed	322,939	337,246	337,186	337,250	337,300
Personnel actions received	30,311	30,696	35,367	35,367	35,400
Information requests received (written and verbal)	8,766	8,457	8,509	8,509	8,600
Agency and employee requests for training and technical assistance	3,725	3,725	4,376	4,400	4,400
Personnel/payroll documents filed/imaged (average bi-weekly)	7,734	7,192	8,753	9,000	9,500

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Fair Labor Standards Act (FLSA) - The FLSA sets minimum wage, overtime pay, equal pay, record keeping, and child labor standards.
- Immigration Reform and Control Act - Designed to control illegal immigration in the U.S.; prohibits the employment of unauthorized foreign nationals.
- Internal Revenue Code and Revenue Ruling 94-29 - Employment tax records showing each employee's identification information, remuneration paid and date of payment, amounts subject to FITW and FICA and the period of services covered.
- IRS Section 125 (Cafeteria Plans); Sec. 79 (Imputed Income); ACH Regulations - Internal Revenue Code Section 125 Cafeteria Plan compliance is required of qualifying pre-tax deductions.
- Family and Medical Leave Act of 1998 - Requires employers to provide eligible employees up to 12 weeks of leave for their own serious illness, the birth or adoption of a child or the care of seriously ill child, spouse or parent.
- Consumer Credit Protection Act - Title III - Limits the amount of an employee's wages subject to garnishment and prohibits the discharge of an employee for wage garnishments arising from one's indebtedness.
- Code of Virginia Title 40.1 Sec. 29 and 62 - State law specifies requirements and provision for the payment of wages.
- Code of Virginia 2.1-340 et seq. and Code of Virginia 42.1-76 et seq. - Local governments must comply with the Virginia Freedom of Information Act by providing ready public access to records in the custody of public officials.
- Code of Virginia 60.2 and Unemployment Compensation - All employers, including local government, unless exempted by regulations must report new hires to the Virginia Employment Commission within 35 days of initial hire.
- Code of Virginia Title 2.1 Chapter 10.1:3 - Requires employer to include paid leave as hours worked when calculating the FLSA regular rate for overtime purposes.

11-04-Compensation, Job Analysis, and Design

Fund/Agency: 001/11		Department of Human Resources
Personnel Services	\$617,492	<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p style="text-align: center;">10.8%</p> <p style="text-align: center;">89.2%</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> ■ Compensation, Job Analysis, and Design ■ All Other Agency CAPS </div>
Operating Expenses	\$58,591	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$676,083	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$676,083	
Positions/SYE involved in the delivery of this CAPS	9/9	

► CAPS Summary

The Compensation, Job Analysis and Design (Classification) Division administers job evaluation and compensation systems that provide fair and competitive salaries consistent with the nature of work performed in order to attract and retain the most qualified individuals in positions of employment with Fairfax County.

With the implementation of pay for performance, the elimination of the annual COLA for general County employees, the commitment to maintain competitive market-driven pay rates, and the continuing competitive job market, the role of the Compensation, Job Analysis and Design units has become increasingly significant.

Department of Human Resources

The Compensation unit work includes the following: assisting the Department of Management and Budget staff in computing cost estimates for compensation related budget initiatives; researching wage data and computing the annual market index; surveying private and public sector employers to determine prevailing pay rates for jobs similar to those in the County; responding to requests for salary and benefit information from other public and private employers; maintaining the County's pay plans; recommending solutions to County turnover, retention and internal equity problems; and, as directed by the Board of Supervisors/County Executive, researching special compensation issues.

Work of the Job Analysis and Design unit includes the following: consulting with agency directors to develop positions at classifications which will best meet agency needs; creating new job classes in order to meet County needs; auditing positions in order to ascertain the proper classification and grade; conducting reorganization studies, which entails review of positions descriptions and assignment to the proper classification. The position control function, also a responsibility of this unit, provides for administration of the County's automated inventory of the characteristics of each authorized County position.

FY 2001 Accomplishments:

- Developed and managed a comprehensive, County-wide market study of over 700 job classes to ensure the County's pay structures and pay were market competitive.
- Participated on multiple County Executive-sponsored task forces that resulted in the streamlining of position control, classification, and employee pay practices.
- Performed a comprehensive classification/compensation study of 800 positions in the Community Services Board. Worked with the agency to arrive at individual class series for Mental Health, Mental Retardation and Alcohol and Drug Services.
- Reviewed 350 Information Technology positions in 34 agencies and developed new classifications and appropriate pay ranges. Performed 100 desk audits in order to individually allocate the 350 positions to new classes.
- Initiated study of all administrative support classes (30+) and consolidated them into six new job classes. Worked in collaboration with agency personnel and Arthur Andersen Consulting to allocate over 2,000 positions.

Department of Human Resources

FY 2002 Initiatives:

- Implement a new, enhanced job evaluation system for County positions with the accompanying training and education for employees and agency managers. As part of this process, work with agencies to properly classify positions which may be currently grossly misclassified (i.e. in the wrong class series).
- Work through the reconsideration and appeal phases for the Administrative Support Study.
- Develop and implement a competencies-based classification structure and training system for all Department of Human Resources professional employees.
- Implement or participate in a market-based compensation reporting system that will allow for the streamlined collection, comparison and utilization of pay data for the regional recruitment area that represents Fairfax County's hiring area.
- Conduct regional market survey of approximately 70 core and supplemental classes and a national market survey of 40 executive classes.

► Method of Service Provision

Service provided directly to customers (employees, agency managers, members of the Board of Supervisors, commissions, constituents, Federal and State regulator agencies) and others as appropriate. Service is provided with staff working in a team based environment, individually, or in groups as consultants.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Number of positions supported per classification analyst	1,347	1,355	2,810	2,829	2,840
Classes studied for regrade reviews	50	51	701*	84	110
Positions studied for classification purposes	1,690	2,268	2,329	3,429	3,500
Major Consulting Projects**	N/A	N/A	N/A	N/A	11

* All merit classes reviewed

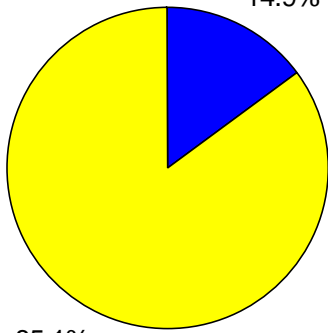
** New Workload indicator based on changing nature of work

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 1 - 25%. The specific Federal or State code and a brief description of the code follows:

- Fair Labor Standards Act (FLSA) - requires employers to pay at least the current minimum wage, and an overtime rate of 1.5 times the employee's regular rate.
- Equal Pay Act (Amendment to FLSA) - forbids employers to pay different wages to men and women who are performing equal jobs.
- Title VII of the Civil Rights Act of 1964 - forbids employers from refusing to hire or to discharge any individual or otherwise discriminate against any individual with respect to his race, color, religion, sex or national origin.
- Americans with Disabilities Act of 1990 (ADA) - prohibits discrimination against individuals with disabilities in employment, public services, public accommodations and telecommunications.
- Commercial Motor Vehicle Safety Act (1986) - requires all persons, paid or volunteer who operate commercial motor vehicles to have a Commercial Driver's License.
- Age Discrimination in Employment Act - promotes employment of older persons based on ability.

11-05-Employee/Manager Relations and Training

Fund/Agency: 001/11	Department of Human Resources	
Personnel Services	\$622,649	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">85.1%</p> <p style="text-align: center;">14.9%</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> ■ Employee/Manager Relations and Training ■ All Other Agency CAPS </div>
Operating Expenses	\$312,452	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$935,101	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$935,101	
Positions/SYE involved in the delivery of this CAPS	10/10	

► CAPS Summary

The Employee/Manager Relations and Training Division (EMRT) administers a variety of programs designed to maintain and improve employee awareness of their rights and responsibilities and to build and support a strong, collaborative working relationship between employees and their supervisors. The Division consults with agency staff to provide guidance and support in the areas of leadership and teambuilding, reorganizations, and review of management practices. Communication is viewed as a top priority to strengthen employee morale and adherence of County employees and supervisors to the policies and procedures that ensure a fair and equitable work environment.

Department of Human Resources

Included as specific programs in this effort are: Awards and Recognition (Onthank, OPA, Team and Managerial Excellence, Length of Service, Suggestion, and Retiree Recognition); the employee newsletter (distributed biweekly as the primary communication tool for keeping employees informed); tuition assistance and language tuition assistance (TAP/LTAP) programs; General Training Program; Supervisory Development training program; Pay for Performance program training and support; Employee Assistance Program; Drug/Alcohol Testing Program; Combined Charitable Campaign; liaison with the Civil Service Commission and Employees Advisory Council.

Employee/Manager Relations staff respond to employee and supervisor questions on a wide variety of personnel issues such as Family and Medical Leave, Fair Labor Standards Act, the grievance procedure, pay for performance, progressive discipline, fitness for duty medical exams, referrals to the Employee Assistance Program, workforce development needs, and general personnel issues. With customer service the top priority, response to these requests is completed within one business day whenever possible.

Key FY 2001 Accomplishments

- Developed and implemented a new pay for performance system for over 8,000 non-Public Safety employees.
- Completed successful pilot Supervisory Development Program for over 200 supervisors.

FY 2002 Initiatives

- Conduct evaluation of first year experience with new pay for performance program and modify as needed.
- Automate training registration and database management for County workforce.
- Expand Supervisory Development Program as integral part of County's training efforts.

► Method of Service Provision

Service provided directly to customers (employees, agency managers, members of the Board of Supervisors, commissions, constituents, Federal and State regulatory agencies) and others as appropriate. Service is provided with staff working in a team based environment, individually, or in groups as consultants.

Department of Human Resources

► Performance/Workload Related Data

A wide array of employee/manager issues and concerns. Staff works in consultation with employees of various levels to provide guidance, support and conflict resolution.

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Customers served per FTE position providing ER information, consultation and service	N/A	2,682	3,232	3,121	2,952*
Customers served per FTE position providing General Training and Organizational Development information and service	N/A	2,002	2,535	2,500	2,550
Percent of Customer Survey respondents expressing satisfaction with availability, clarity, and quality of information and service provided by Employee/Manager Relations.	N/A	91%	90%	92%	94%

* The agency experienced a significant increase in customers served in FY 2000 which is attributable to the implementation of the new pay for performance system. It is expected that the number of customers will level off in FY 2002 as employees and managers become more acquainted with the new system.

► Mandate Information

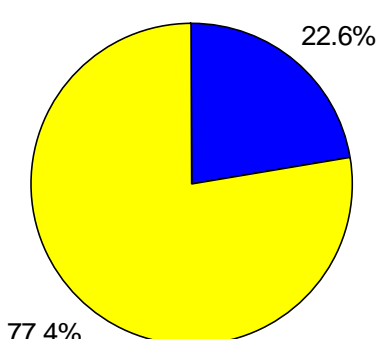
This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 51 - 75%. The specific Federal or State code and a brief description of the code follows:

- Omnibus Transportation Act of 1991.
- The Federal Department of Transportation (DOT) requires the County to have alcohol and controlled substances testing of employees and supervisors who are required to have a Commercial Driver's License (CDL) as a condition of employment. The Division administers the testing program.
- Fair Labor Standards Act (FLSA) -- This act requires employers to pay an overtime rate of at least 1.5 times the employees regular hourly rate of pay for overtime hours worked for eligible employees. The Division administers the County's policy to ensure compliance with federal requirements.

Department of Human Resources

- Commercial Motor Vehicle Safety Act (1986) --Applies to all County employees and supervisors who operate vehicles that meet the commercial vehicle guidelines. The County must ensure that these employees meet the requirements of a Commercial Driver's License (CDL). The Division prepares the County's procedure and provides guidance to employees on the application of the procedure.
- The Family Medical Leave Act of 1993 (FMLA) -- Requires the County to provide leave of absences in conjunction with the birth or placement of a child for adoption or foster care, to care for a sick or disabled family member or for an employee's serious health condition. The Division prepares the procedure and counsels employees on the application of the procedure.
- Drug Free Workplace Act (1990) -- Requires the County to notify employees that the unlawful manufacture, distribution, dispensation, possession, or use of alcohol or a controlled substance in the workplace is specifically prohibited. The Division prepares the County's procedure and provides to employees on the application of the procedure.
- Code of Virginia Military Leave (44.204) -- Requires employers to grant employees who are members of the National Guard or organized military reserve of the United States leaves of absences with pay not to exceed fifteen workdays per fiscal year for federally funded military duty including training. The Division prepares the procedure and counsels employees on the application of the procedure.
- Code of Virginia (Grievance Procedure) 15.1-7.1; 15.1-7.2 -- Requires the County to administer a grievance procedure for its employees to afford an immediate and fair method for the resolution of disputes. The Division administers the grievance procedure.

11-06-Management and Information Systems

Fund/Agency: 001/11		Department of Human Resources
Personnel Services	\$651,662	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">77.4%</p> <p style="text-align: center;">22.6%</p> <div style="display: flex; justify-content: center; align-items: center; gap: 10px;"> ■ Management and Information Systems ■ All Other Agency CAPS </div>
Operating Expenses	\$763,746	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$1,415,408	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$1,415,408	
Positions/SYE involved in the delivery of this CAPS	8/8	

► CAPS Summary

Agency Management provides overall leadership and direction to the Department of Human Resources services areas to ensure proactive, innovative, and responsive service in support of our customers and clients.

Central to Agency Management is the Human Resource Information (HRIS) team, which manages the overall information system for the entire workforce. The backbone of the employee information system is the Personnel Records and Information System (PRISM) which includes Payroll/Personnel, Position and Budgeting, Pay-for-Performance, as well as On-line time. The HRIS team manages the daily operations of PRISM ensuring maximum use of the mainframe systems and the integration of the various information systems to best serve 60 plus agencies and over 12,000 users. HRIS is also responsible for the management of 4 LANS, which support RESUMIX, Imaging, and Voice Response System. HRIS also provides support to agencies by staffing the PRISM Help Desk, responding to a variety of questions, such as how to use PRISM, security access and requests for ad-hoc reports. In addition, HRIS manages and coordinates all system modifications to PRISM with the Department of Information Technology to ensure

Department of Human Resources

compliance and accuracy. HRIS will continue to look toward technology to provide our customers with the tools they need to perform their jobs quicker and more efficiently.

Further, the administrative functions that are internal to the day-to-day operation of the agency are handled by this division. Transactions for personnel/payroll processing, agency procurement, contract management, accounting and budgeting are all centralized in agency management.

► **Method of Service Provision**

Service provided directly to customers (employees, agency managers, members of the Board of Supervisors, commissions, constituents, Federal and State regulator agencies) and others as appropriate. Service is provided with staff working in a team-based environment, individually, or in groups as consultants.

► **Performance/Workload Related Data**

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
HRIS Projects completed	8	8	8	12	12
Budget and financial projects completed	4	4	4	4	5

Department of Purchasing and Supply Management

► Agency Mission

To provide overall centralized material management and policies with decentralized implementation, emphasizing central policy control and selected delegation of tasks where appropriate. This includes purchasing, cataloging and standardization, inventory management, warehousing and distribution, excess and surplus property management, and equipment accountability for the County government and Fairfax County Public Schools (FCPS), and such ancillary authorities as may be designated. To operate a centralized purchasing function in accordance with the Code of Virginia, the Fairfax County Purchasing Resolution, and generally accepted purchasing practices. To support the Board of Supervisors' Small Business Enterprise (SBE) Program.

► Trends/Issues

The Department of Purchasing and Supply Management (DPSM) prides itself on customer service. We have consistently received satisfaction ratings ranging from 93 percent to 97 percent since we started surveying our customers four years ago. We are striving for 100 percent customer satisfaction. Instilled in each of our employees is the notion that our primary purpose is to help County departments and schools get what they need to provide outstanding service to the citizens of Fairfax County.

DPSM is recognized as a best practice procurement operation by the National Institute of Governmental Purchasing (NIGP) and was awarded the Outstanding Agency Accreditation. As such, we get numerous requests from jurisdictions throughout the country for information about our programs. Most notable is our procurement card program, which has made it easier for our customers to get what they need and also generated \$161,400 in revenue for the County in FY 2001. Our Internet ordering program for office supplies and our participation in the National Association of Counties cooperative purchasing program have produced an additional \$129,500 in revenue for the County.

In the past ten years, procurement volume processed by the department increased 89 percent while staffing decreased 25 percent. As noted above, this increase in volume has not degraded service quality. Our success is based on selective decentralization of small purchases and the strategic use of technology. Customer departments welcomed the delegated purchasing authority because we gave them flexible tools, such as the procurement card, that met their needs. The delegated purchasing activity represents only 12 percent of the total procurement dollars, but 90 percent of the transactions. The central procurement staff, who are professionally trained and certified, are free to focus on the major, complex procurement transactions that require their expertise.

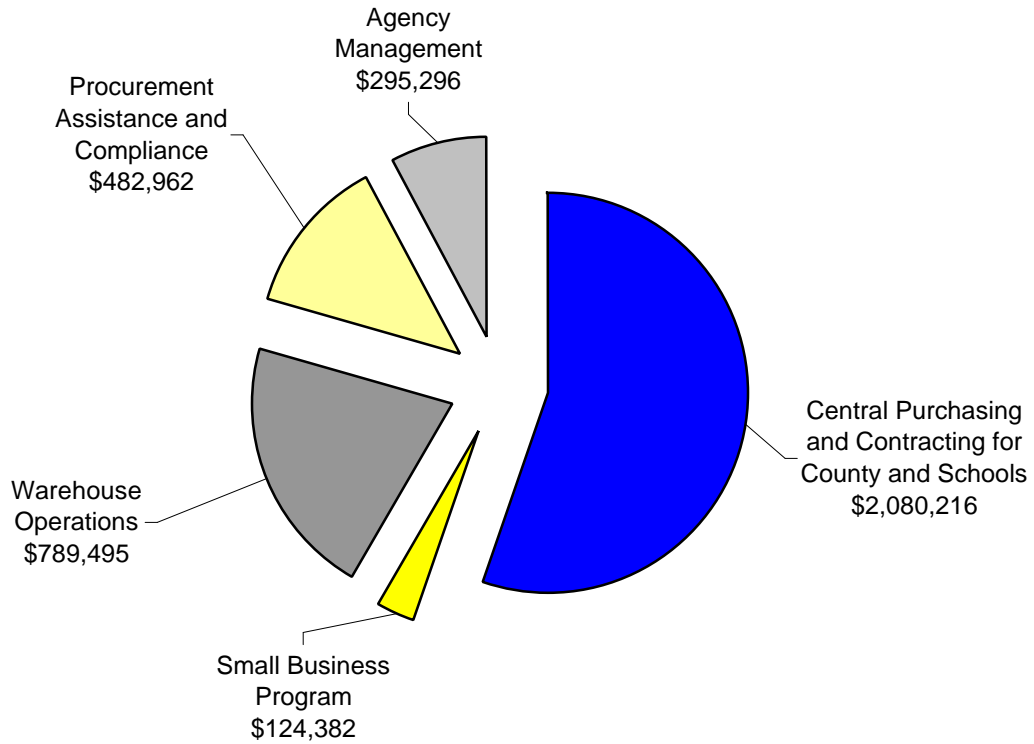
Customer satisfaction among the vendor community is also important to the organization. The remarkably low number of protests, less than 1 percent of contractual actions, in FY 2001 evidences a sound procurement program that treats vendors in a fair and equitable fashion.

Department of Purchasing and Supply Management

► Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
12-01	Central Purchasing and Contracting for County and Schools	\$2,080,216	26/26.5
12-02	Small Business Program	\$124,382	2/1.5
12-03	Warehouse Operations	\$789,495	16/16.5
12-04	Procurement Assistance and Compliance	\$324,462	10/9.5
12-05	Agency Management	\$295,296	5/5
TOTAL Agency		\$3,613,851	59/59

**Department of Purchasing and Supply
Management**

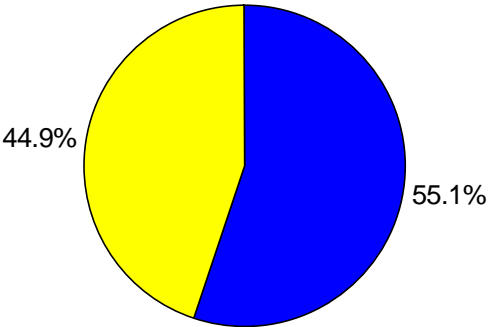


Total FY 2002 Adopted Budget Expenditures = \$3,772,351

Total FY 2002 Adopted Budget Net Cost = \$3,613,851

Department of Purchasing and Supply Management

12-01-Central Purchasing and Contracting for County and Schools

Fund/Agency: 001/12		Department of Purchasing and Supply Management
Personnel Services	\$1,328,996	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">44.9% 55.1%</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>■ Central Purchasing and Contracting for County and Schools</p> <p>■ All Other Agency CAPS</p> </div>
Operating Expenses	\$751,220	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$2,080,216	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$2,080,216	
Positions/SYE involved in the delivery of this CAPS	26/26.5	

► CAPS Summary

Central Purchasing and Contracting provides purchasing and contract management support for the acquisition of goods and services for Fairfax County agencies, Fairfax County Public Schools (FCPS), and other assigned Boards and Authorities. This service is provided through the competitive process as mandated by the Virginia Public Procurement Act and Fairfax County Purchasing Resolution. Central Purchasing and Contracting also provides systems management and administration for all County and FCPS users of the mainframe-based County and Schools Procurement System (CASPS); as well as provides management and technical oversight of the Department's Local Area Network (LAN), Web site, Procurement Card Program, and electronic commerce initiatives.

Department of Purchasing and Supply Management

To meet the procurement and contracting needs of its customer base, Central Purchasing and Contracting has focused on two business practices. First, Central Purchasing and Contracting has implemented a balanced approach to procurement support whereby large dollar, complex procurements are centrally performed by a highly trained and professionally certified staff, while small dollar, less complex purchases are delegated to using agencies whose performance is monitored through an oversight process. In FY 2001, 90 percent of the procurement requests representing 12 percent of the total procurement dollar volume were processed by the delegated agencies. Central Purchasing and Contracting processed 10 percent of the total requests representing 88 percent of all dollars spent. Second, Central Purchasing and Contracting enhanced the ability and capacity to provide procurement support by implementing a highly successful Procurement Card Program, participating in regional and national cooperative contracts (including computers, furniture, and office supplies), and utilizing available electronic commerce initiatives (including distributed online ordering of office supplies).

Funding for the Central Purchasing and Contracting program is provided entirely through the General Fund. The Department of Purchasing and Supply Management does receive offsetting expenditure revenues from rebates generated through the National Association of Counties Government Purchasing Alliance (GPA) cooperative purchasing program. In FY 2001, these revenues constituted a \$158,500 reduction in the net cost to the County for the Central Purchasing and Contracting program.

Other significant characteristics of this activity include:

Central Purchasing and Contracting Support

- **Professional Staffing Certification** - 76 percent of procurement staff have attained professional certification compared to the national average of 17 percent.
- **Procurement Volume** - 89 percent increase in procurement volume since FY 1991 while buying staff has been reduced by 25 percent.
- **National Contracts** - Serves as advisory board member and lead jurisdiction on a number of national contracts for the Government Purchasing Alliance (GPA) sponsored by the National Institute of Governmental Purchasing, National Association of Counties, and U.S. Conference of Mayors.
- **Regional Cooperative Purchasing** - Actively participates in the Metropolitan Council of Governments Chief Procurement Officers committee and lead jurisdiction on a number of cooperative contracts for the 42 participating jurisdictions.
- **Purchasing Card Program** - Manages a purchasing card (P-card) program that processes thousands of procurement transactions each year and accounts for over \$26 million of the total procurement volume. The cost of making a purchase with the P-card is \$10.60 versus the \$20.64 it costs to make the same purchase with a small purchase order, thus saving the County \$10.04 per transaction. Over 2,000 cards have been issued to 350 operational elements throughout the County and the Public School system. Thousands of procurement transactions are completed each year using the P-card and users express a very high level of satisfaction with the program (100 percent in FY 2001). A recent review of this program by Internal Audit found that overall, internal controls are adequate and that DPSM is conscientiously administering the program.

Department of Purchasing and Supply Management

Professional Recognition

- Received the “Outstanding Agency Accreditation Achievement Award” from the National Institute of Governmental Purchasing in FY 2000. This award was presented to the Department of Purchasing and Supply Management as one of the “leaders” in public procurement.
- Received the “Achievement of Excellence in Procurement Award” from the National Purchasing Institute in 1999. This award is achieved by public and private organizations that have demonstrated excellence in procurement based on a rating of standardized criteria that included innovation, professionalism, productivity, and leadership.

Contract Administration

- Establishing and administering over 2,000 contracts annually. Contract pricing, terms, and conditions are solicited, negotiated, and awarded by a staff of 15. Administration activities include: monitoring and correcting, when necessary, contractor performance; processing changes to contract items, terms, and conditions; and providing liaison between contractor and program personnel.

Systems Support

- **User Assistance** - Provides functional and systems support and training to over 820 users of the County and Schools Procurement System (CASPS).
- **Management Information** - Provides management information to staff, policymakers, and citizens on past, current, and future procurement activities.
- **Financial Controls** - Maintains data integrity as well as systems security and controls over CASPS.
- **Electronic Commerce**
 - Manages a number of information technology initiations to include 1) the County’s Electronic Data Interchange (EDI) program. EDI provides the capability to issue purchase orders and other business documents electronically to either the vendor’s computer or fax machine. 2) Electronic “notification” to registered vendors of upcoming procurement bid solicitations. The “Notice of Solicitation” is sent to vendors via e-mail which has significantly reduced the cost and time, others received printed notices through the mail.
 - Manages the Internet ordering of office supplies through the national office supplies contract. This program with Office Depot steers 48 percent (\$3.7million) of the orders placed to online ordering.
 - Manages the pilot Metropolitan Washington Council of Governments (COG) e-commerce program, COGBuy. Working with the provider to develop an online ordering system for regional cooperative purchasing.
- **Citizen/Vendor Assistance and Information** - Provides procurement information and assistance useful to citizens and the business community such as current solicitations, the listing of County contracts, contract awards, bid tabulations, and vendor registration procedures.

Department of Purchasing and Supply Management

Contract Support

Central Purchasing and Contracting issues approximately 305 solicitations annually and receives over 1,800 bids and proposals in response to these solicitations. These documents are date and time sensitive and are handled with an accuracy rate of 99 percent, with no material errors. Central Purchasing and Contracting also maintains official contract files and distributes all associated documents throughout the County and to the business community on a daily basis.

► **Method of Service Provision**

Purchasing and Materials Management Branch functions are performed by County staff supplemented by temporary and/or college interns. Hours of operation are Monday – Friday, 8:00 a.m. – 4:30 p.m. During the year, work hours may vary due to certain systems installation and/or maintenance activities which may require work to be performed during non-business hours in order to prevent disruption to County operations.

► **Performance/Workload Related Data**

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate¹	FY 2002 Estimate
Procurement Dollar Volume (million)	\$326M	\$329M	\$381M	\$389M	\$388M
Percent of Customers Indicating Overall Satisfaction	96%	93%	97%	93%	95%
Cost per \$100 of Goods or Services Procured	\$0.48	\$0.48	\$0.47	\$0.47	\$0.50
Percentage of Requisitions Completed Against a Contract Within 10 Days	N/A	85.7%	87.1%	90.7%	92%
Number of Annual Contracts Managed	1700	1680	1670	2298	2400
Number of Purchase Orders Sent via EDI	N/A	506	3,765	3,226	5,000
Percentage of Office Supplies Ordered Online	N/A	N/A	35%	48%	50%
Rebate Dollars Generated by Office Depot Contract	N/A	N/A	\$147.7K	\$129.5K	\$134.0K
Dollar Volume of P-Card Purchases	\$6.03M	\$10.38M	\$23.55M	\$26.73	\$30M
Rebate Dollars Generated by P-Card Program	N/A	N/A	\$123K	\$161.4K	\$180K
Percent of Customers Indicating Satisfaction with P-Card Program	98%	97%	98%	100%	98%
Percent of Customers Indicating Satisfaction with Actions Taken to Ensure Vendor Compliance	84%	76%	86%	100%	98%
Number of Solicitations Processed Annually	540	288	266	351	375

¹FY 2001 data are actual.

Department of Purchasing and Supply Management

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 51 - 75%. The specific Federal or State code and a brief description of the code follows:

- Virginia Public Procurement Act (Code of Virginia Sections 11.35 through 11.80).

12-02-Small Business Program

Fund/Agency: 001/12	Department of Purchasing and Supply Management	
Personnel Services	\$82,202	<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p style="text-align: center;">3.3%</p> <p style="text-align: center;">96.7%</p> <p style="text-align: center;">■ Small Business Program ■ All Other Agency CAPS</p>
Operating Expenses	\$42,180	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$124,382	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$124,382	
Positions/SYE involved in the delivery of this CAPS	2/1.5	

► CAPS Summary

A 1981 Board of Supervisors mandate created the Small Business Enterprise Program (SBEP), in order to increase the participation of the small and minority business community in County procurement activities. The primary responsibility of the SBEP office is to ensure that small businesses, minority-owned businesses, and women-owned businesses are treated fairly and have an opportunity to compete for the County's contract dollars. The Fairfax County definition for small and minority-owned businesses is as follows and is in accordance with the definitions used by the Commonwealth of Virginia:

Small Business – A corporation, partnership, sole proprietorship, or other legal entity formed for the purpose of making a profit, which is independently owned and operated, has either fewer than 100 employees or less than \$1,000,000 in annual gross receipts.

Department of Purchasing and Supply Management

Minority Business – A business enterprise that is at least 51 percent owned and controlled by a minority person or persons. Such persons include African American, Hispanic American, Asian Americans, American Indians, Eskimos and Aleuts; women regardless of race or ethnicity; and persons with a physical or mental impairment that substantially limits one or more of the major life activities of such individuals, a record of such impairment, or who are regarded as having such an impairment.

The SBEP office engages in a variety of outreach efforts, including counseling and assistance, which are intended to maximize prime and subcontract opportunities for small, minority-owned businesses, and women-owned businesses.

These efforts include the following activities:

- Planning and conducting seminars, training, and counsel for the business community;
- Advising staff, and providing leadership, and direction for the County Small Business Enterprise Program activities;
- Planning, developing, and implementing County-wide program policies, procedures, and practices;
- Representing the County to national, State and local audiences through participation at conferences;
- Performing continual reviews and evaluations of small business activity within the acquisition operations of the County; and
- Maintaining vendor resource information, small and large businesses, educational, and non-profit organizations.

In FY 2001 the SBE office implemented two initiatives to reach small, minority-owned, and women-owned businesses and to help them grow. In FY 2001, of the \$356 million awarded for goods and services, 29 percent was awarded to small businesses and 10 percent went to minority-owned businesses.

1. Entered into partnerships with other County and State agencies, national and local chambers of commerce, and vendor resource organizations.
2. Conducted quarterly SBEP sponsored workshops on how to do business with Fairfax County. It is anticipated that the workshops will be held monthly (with the exception of June and December) starting in FY 2002.

The SBEP has additional responsibility of providing staff support to the Small Business Commission appointed by the Board of Supervisors.

Funding for the Small Business Enterprise Program CAPS is provided entirely through the General Fund in the budget of the Department of Purchasing and Supply Management. In FY 2000, the Board of Supervisors appropriated \$25,000 to support the Small Business Commission initiatives. Funding for this activity continued at the same level in FY 2001 and FY 2002.

Department of Purchasing and Supply Management

► Method of Service Provision

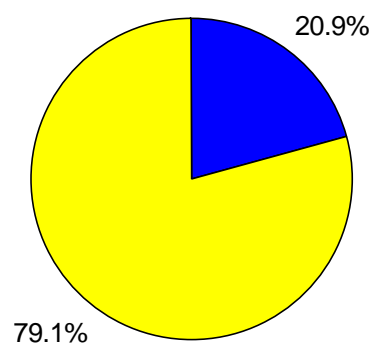
Merit County employees provide all functions during standard County work hours (8:00 am – 4:30 pm) and also during scheduled evening meetings in support of the Small Business Commission. Services are provided to firms directly through individual consultations, responding to inquiries, seminars, referrals, and distribution of educational materials.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Outreach Sessions (Conferences, Workshops, Seminars)	19	12*	19	21	25
Counseling Sessions	48	36*	47	46	40
Partnerships	NA	NA	NA	12	14

* Data available for 7 months.

12-03-Warehouse Operations

Fund/Agency: 001/12		Department of Purchasing and Supply Management
Personnel Services	\$630,630	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">20.9%</p> <p style="text-align: center;">79.1%</p> <p style="text-align: center;"> ■ Warehouse Operations ■ All Other Agency CAPS </p>
Operating Expenses	\$158,865	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$789,495	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$789,495	
Positions/SYE involved in the delivery of this CAPS	16/16.5	

► CAPS Summary

The Central Warehouse serves as a central receiving and distribution point for consumable and non-consumable goods used throughout the County by a large number of County agencies. The Central Stores operation is staffed and supported by warehouse personnel funded through the General Fund, but the Central Stores inventory is funded through Fund 502, County Central Stores (addressed separately). The Central Warehouse also serves as a storage facility and distribution service for County agencies' consigned goods, for the County's electronic voting machines, and supplies and materials for the Office for Children's School Age Child Care Program (SACC). County Library books for new and renovated facilities are stored prior to being put into circulation. Books in the County Library system are picked-up, sorted, and redistributed throughout the system each day by warehouse personnel and vehicles. The Central Warehouse manages County property that is declared excess by an agency or surplus by the County and ensures its proper disposal; this includes redistribution, sale, or disposal.

Department of Purchasing and Supply Management

Operation of the Central Store

- The Central Store maintains a \$778,500 inventory of supplies and materials to support all agencies and authorities. Central Stores processes over 7,000 requisitions annually and delivers these goods with 48 hours.
- The inventory is maintained in the County and Schools Procurement Systems (CASPS).
- Ordering, receiving, stocking, and issuing of this inventory is handled by Central Store staff.

Library Book Distribution

- Single largest distribution activity for the Central Warehouse.
- 800 bins of books per week are picked-up, sorted and delivered each week; this equates to over 12 million books per year.
- Three drivers and trucks spend 100 percent of each day in support of the Library Book Distribution program.
- Books purchased for new and renovated facilities are stored at the Central Warehouse and are delivered to the facility upon its completion.

Storage and Delivery of Voting Machines

- The Warehouse stores, delivers, and retrieves up to 800 voting machines for each election.
- 7,664 square feet of warehouse space is dedicated to voting machine storage.
- Voting machines delivery and retrieval creates a peak work load situation and requires 4 personnel and 2 trucks for approximately 6 weeks for each major election and 4 weeks for each smaller election. Contract labor and trucks are used to augment County staff during peak work load situations.

Distribution for School Age Child Care (SACC) Centers

- The Central Warehouse stores and distributes equipment, materials, and supplies for –
 - 125 school year SACC sites three times per year;
 - 23 winter SACC sites once per year; and
 - 25 summer SACC sites once per year.
- 7,000 square feet of warehouse space is dedicated to SACC equipment, material, and supply storage.

Distribution for the Human Services Recreation Warehouse

- The Central Warehouse distributes and picks up supplies and large equipment for 126 recreational sites.

Department of Purchasing and Supply Management

Storage of Consignment Stock

- The Central Warehouse stores materials for various County agencies that are purchased in bulk and for which the user agency does not have the necessary storage space. These materials include, but are not limited to:
 - Tax forms
 - Envelopes
 - Carpet tiles for replacement
 - Systems furniture components
 - General preprinted forms for a variety of agencies

Storage and Delivery of Department of Information Technology (DIT) Paper Inventory

- The Central Warehouse receives, stores, and delivers all bulk paper to meet the daily operational requirements of the DIT Data Center.
- 3,000 square feet of space is dedicated to this paper supply

Distribution for the Print Shop

- The Central Warehouse picks up completed materials from the County Print Shop and makes delivery to the appropriate County agencies outside of the Government Center.

Management of Excess and Surplus Property

- The Central Warehouse handles pick-up, temporary storage, redistribution and/or transfer, and the sale of excess and surplus property from all County agencies. This property includes:
 - Fleet vehicles
 - Police vehicles
 - Furniture
 - Police confiscated property
 - Computers and related equipment
 - General office equipment
- A contract auctioneer picks up the property and handles the advertisement, temporary storage, and sale of the goods. Auctions are monitored by County staff and generate approximately \$1.2 million in revenue each year.

► Method of Service Provision

The Central Warehouse is staffed by County employees supplemented by contract movers as needed for peak work loads. The management of excess and surplus property is performed by County employees and contract auctioneers.

Department of Purchasing and Supply Management

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate ¹	FY 2002 Estimate
Central Store Requisitions Processed and Delivered	7,596	7,407	7,623	7,391	7,400
Freight Received (Pieces)	59,530	47,869	48,163	52,407	50,000
Library Books Redistributed	8.5M	9.85M	10.5M	12.18M	13.50M
Redistribution: Number of Items and Cost Avoidance	364 \$67,290	364 \$45,750	280 \$86,570	870 \$156,080	800 \$150,000
Total Revenue from All Sales	\$1.54M	\$1.10M	\$1.19M	\$1.21M	\$1.25M

¹FY 2001 data are actual.

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 26 - 50%. The specific Federal or State code and a brief description of the code follows:

- Virginia Public Procurement Act (Code of Virginia Sections 11.35 through 11.80)
- Code of Virginia 15.2-12.6 and 15.2-1719-1721.

A major task of the warehouse operation is the collection and disposal of surplus, confiscated and abandoned property. The Code requires that the sale of surplus property be on a competitive basis. It further requires advertising of abandoned bicycles and confiscated property in the hands of the Police, prior to disposal. This is to allow the rightful owner an opportunity to claim the property before disposal.

12-04-Procurement Assistance and Compliance

Fund/Agency: 001/12		Department of Purchasing and Supply Management
Personnel Services	\$458,866	<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p style="text-align: center;">87.2%</p> <p style="text-align: center;">12.8%</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> ■ Procurement Assistance and Compliance ■ All Other Agency CAPS </div>
Operating Expenses	\$24,096	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$482,962	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$158,500	
Total Revenue:	\$158,500	
Net CAPS Cost:	\$324,462	
Positions/SYE involved in the delivery of this CAPS	10/9.5	

► CAPS Summary

The Fairfax County Purchasing Resolution stipulates that the Director of the Department of Purchasing and Supply Management shall be the County Purchasing Agent and charges the Director to “carry out the principles of modern central purchasing and supply management in accordance with applicable laws and regulations...” The Resolution also specifically assigns the Director “oversight responsibility over all County warehouses and storerooms” and the responsibility of “maintaining the County and Fairfax County Public Schools (FCPS) fixed assets accountability program.”

Department of Purchasing and Supply Management

General

The Procurement Assistance and Compliance Program encompasses all of the Department's organized customer service and oversight initiatives. The program is funded from the County's general operating fund primarily through the Systems and Customer Services cost center that was created in FY 1995 with three sections: Systems Administration, Property Accounts, and Inventory Management. A fourth section, Compliance and Special Programs, was added in FY 1996 to bring more focus to the procurement compliance function. The staff is located in Suite 427 of the Government Center.

Procurement Assistance

The entire department is involved in customer assistance through daily contact with our customers. However, the Procurement Assistance and Compliance Program provides focused attention to customer assistance through:

- **Visits to all County agencies and quarterly meetings with major customers to identify and resolve purchasing issues.**

The oversight visits and quarterly "issues meetings" with major customers account for over 200 scheduled assistance contacts annually. During those sessions working level customers as well as managers are engaged in meaningful dialog about problems they encounter accomplishing procurement and supply management tasks. Information and informal on-the-spot training is provided to resolve most issues raised.

- **Maintenance of telephone "Help Desk" and internet/intranet web sites where customers can get information, request assistance, or provide data.**

The CASPS Help Desk and the customer service desk respond to over 1,000 assistance requests annually. The desks support all of the department's customers, including the general public, vendors, and County employees. The number of requests has been decreased radically (down from 2,700 in FY 1999) by operating interactive web sites on the Internet and the Intranet that provide many self-service capabilities to the customers.

- **Training, both formal in scheduled classes and informal during site visits.**

The department provides regularly scheduled classroom training in CASPS and Contract Management. DPSM funds participation in the National Institute of Governmental Purchasing course titled, "Welcome to Public Procurement" for 15 County employees each year. In addition, a "Purchasing 101" course is planned for the immediate future. This course will respond to recent feedback from customers for a course that covers the purchasing function and provide an overview of all aspects of the purchasing process. Informal on-the-job training is a primary objective of the Procurement and Assistance Program and constitutes a major portion of each site visit.

Department of Purchasing and Supply Management

Procurement Compliance

The Procurement Assistance and Compliance Program is also the formal oversight program through which the Director ensures customer compliance with purchasing and supply management regulations for:

- **Delegated procurement authority** – to verify that agencies who exercise small purchase authority (up to \$5,000), use a County procurement card, and/or place orders via the internet follow the correct procedures;
- **Consumable inventory management** – to verify that sound inventory management procedures are being employed to maintain the accuracy and accountability of the County's consumable inventories; and
- **Fixed assets inventory management** – to verify that County and FCPS Property Managers are accurately recording and reporting all capital equipment possessed by their agency.

Procurement Oversight

In FY 1990, agencies were authorized to issue "limited purchase orders" valued at \$100 or less. We estimate that less than \$500,000 was spent via the "limited purchase order" process. In FY 1993, the small purchase order was introduced and agencies were delegated purchase authority up to \$500 per order. By FY 1995, the volume of small purchase orders had reached 19,769 valued at \$5.63 million and the need for oversight of delegated purchasing was clearly established. At inception in 1996, the delegated procurement authority oversight program focused on the proper use of small purchase orders, and blanket purchase orders by County agencies.

Today, the agencies are empowered to use a large array of small purchasing tools that include the small purchase order (\$5,000 per order), the blanket purchase order, the procurement card, a web site for ordering office supplies, and soon an electronic shopping mall. In FY 2001, the agencies issued the following orders:

<u>Type of Order</u>	<u>Number</u>	<u>Value (\$ mil)</u>
Small Purchase	40,372	\$38.16
Blanket Purchase	2,016	84.63
Internet	55,146	6.51
<u>Procurement Card</u>	<u>89,463</u>	<u>26.73</u>
Total	186,997	\$156.03

Each of these tools presents different vulnerabilities and levels of risk and requires a separate set of procedures and internal controls that make oversight a complex function. The procurement assistance and compliance team uses a standard protocol to review agency procurement activities and endeavors to visit and report on each of the County's agencies once each 18 months. Over the last two years, no significant discrepancies have been detected in the delegated procurement activities of the agencies reviewed.

Department of Purchasing and Supply Management

Consumable Inventory Oversight

The County's consumable inventory has decreased in size from \$4.9 million in FY 1991 to \$4.1 million in FY 2001. Reductions have been achieved through the use of term contracts with next-day delivery terms for office supplies and similar readily available consumables and through consistent monitoring of the inventories to ensure that inventory turnover rates are satisfactory and obsolete stock is deleted. The accuracy of the inventory, as portrayed below, has increased markedly because of the quarterly spot checks and the training rendered during the spot check visits.

Indicator	Standard	FY 1991	FY 2001
Inventory Accuracy Rate	90%	95%	98%
Value Adjustment Rate	3%	3%	2.4%

Fixed Asset Inventory Oversight

The County and FCPS fixed asset inventory decreased in value and size dramatically in FY 1996 when the threshold for classifying equipment as capital assets was raised from \$500 to \$5,000. This change made the inventories much more manageable and led to a remarkable 100 percent post reconciliation accuracy rate for all spot checks conducted in FYs 1999 - 2001. The effort of the combined County and FCPS team to accomplish this is continually compounded as the County population grows and the number and size of facilities, especially schools, increases. The chart below summarizes the dynamics of the inventory.

Indicator	FY 1995	FY 1996	FY 1999	FY 2001
# Assets	110,435	8,219	10,860	12,511
Value of Assets (\$mil)	\$361	\$217	\$238	\$318

► Method of Service Provision

All functions are provided by County or FCPS employees. Normal working hours are 8:00 a.m. to 4:30 p.m. Monday through Friday.

The delegated procurement authority, consumable inventory, and fixed assets inventory oversight is exercised primarily through scheduled site visits to interview responsible personnel, review internal controls, records and reports, sample completed work, conduct "spot check" inventories, and conduct informal training. All visits conclude with a written report that summarizes findings and recommendations.

Customer service is a primary responsibility of all DPSM employees and a part of every customer contact. It is enhanced through formal "touch points" like the CASPS "Help Desk", the customer service desk, the various spot checks and assistance/compliance visits, and quarterly issues meetings.

Department of Purchasing and Supply Management

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate ¹	FY 2002 Estimate
Help Desk Calls Processed	7,000	2,700	1,102	882	1,000
Percent Customers Rating Help Desk Satisfactory	89%	89%	85%	100%	100%
Value of Delegated Purchases (million)	\$74.5	\$115.5	\$152.9	\$156.0	\$160.0
Number of Compliance Visits Conducted	2	3	0	16	50
Value of Consumable Inventory (million)	\$3.75	\$3.92	\$3.88	\$4.06	\$3.90
Number of Spot Checks Conducted	63	84	84	82	76
Spot Check Inventory Accuracy (%)	89%	97%	98%	97%	98%
Value of Fixed Asset Inventory (million)	\$137.8	\$168	\$197	\$318	\$250
Number of Spot Checks Conducted	162	48	101	173	63
Spot Check Inventory Accuracy (%)	99%	100%	100%	100%	100%

¹FY 2001 data are actual.

Department of Purchasing and Supply Management

12-05-Agency Management

Fund/Agency: 001/12	Department of Purchasing and Supply Management	
Personnel Services	\$267,876	<p>CAPS Percentage of Agency Total</p> <p>7.8%</p> <p>92.2%</p> <p>■ Agency Management ■ All Other Agency CAPS</p>
Operating Expenses	\$27,420	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$295,296	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$295,296	
Positions/SYE involved in the delivery of this CAPS	5/5	

► CAPS Summary

The Department Administration activity provides leadership, managerial oversight, and administrative support to the Department of Purchasing and Supply Management. This includes performing the function of Purchasing Agent for the Board of Supervisors and the Fairfax County Public School Board. The Department Administration activity also provides internal staff support to the 59 employees of DPSM to include overall human resources support and fiscal management activities. These activities are intricately interwoven into the overall operation of the Department.

The Director of the Purchasing and Supply Management provides procurement policy direction for all County departments. The Department Administration activity includes responsibility for keeping abreast of all procurement regulation changes, both at the state and federal level, and to ensure all regulatory requirements are included in the Fairfax County Purchasing Resolution.

Department of Purchasing and Supply Management

While the trend towards increased delegation of purchasing volume continues (nearly 90 percent of all purchasing transactions are conducted as 'field' orders), DPSM continues to process an increased dollar volume of purchase orders. The three underlying principles of the procurement program remain unchanged:

- Equity – to provide access to all potential bidders competing for government business
- Integrity – to minimize the opportunity for corruption in the procurement process, and
- Economy and Efficiency – to procure quality goods and services at the lowest possible price and to ensure the internal processes used are efficient and effective.

Funding for the Department Administration activity is provided entirely through the General Fund. The Department of Purchasing and Supply Management does receive offsetting expenditure revenues from rebates generated through the Government Purchasing Alliance (GPA) national cooperative purchasing program. These revenues are allocated to the Central Purchasing and Contracting for County and Schools program.

The Department of Purchasing and Supply Management continues to operate a best-in-class procurement program. Specific accomplishments are discussed further in the Central Purchasing and Contracting program; however, the department is recognized regionally and nationally as a model for innovation and efficiency.

► Method of Service Provision

Services provided under the Department Administration activity are delivered directly through merit County employees during standard County work hours (8:00 a.m. – 4:30 p.m.).

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Formal Contractual Actions Processed	540	415	647	779	650
Number of Valid Protests Received	1	0	1	1	1

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 26 - 50%. The specific Federal or State code and a brief description of the code follows:

- Virginia Public Procurement Act (Code of Virginia Sections 11.35 through 11.80).

County Central Stores

502-01-County Central Stores

Fund: 502, County Central Stores	
Total Expenditures	\$1,323,290
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$1,323,290
Total Revenue	\$1,323,290

► Summary of Program

County Central Stores is managed by the Department of Purchasing and Supply Management and is used to finance the central acquisition of supply and equipment items to be sold to County agencies. The centralized procurement of supplies and equipment allows for savings based on bulk purchase of items, rapid issue to requesting agencies, improved customer delivery response, and reduced procurement costs.

County Central Stores maintains an inventory of approximately 880 stock items commonly used by County agencies. The majority of these items are in support of Fire and Rescue, HAZMAT cleanup, Park Authority, and Health Department activities. An inventory of emergency Fire and Rescue gear is kept on hand at all times to allow sufficient response to catastrophic events.

Items are stocked in a quick and efficient manner by using a mainframe computer inventory tracking program which allows "just-in-time" management techniques, reducing stock requirements, and providing items solely as they are needed.

► Funding Availability and Future Considerations

This fund operates as a quasi-revolving fund, requiring an annual appropriation, although expenditures are recovered through receipts from sales to replenish the fund.

► Funding Methodology

County Central Stores is a business type activity, that is, funding is provided through user charges. Cost reimbursement is the chief aim of Fund 502 and all costs are recovered through internal billing activity. Annually, funds are appropriated as necessary, to acquire stock items based on usage trends and new program requirements.

► Status of Program

Funding for County Central Stores supports the ongoing program of supplying County agencies on an as needed basis with frequently used items.

Office of Public Affairs

► Agency Mission

To provide timely, accurate, and accessible information to increase the understanding of and participation in the affairs of Fairfax County government and to promote awareness of public services and facilities, County ordinances and regulations, as well as emergency health and safety issues, while ensuring legal mandates regarding public information are met.

► Trends/Issues

Trends

As Fairfax County moved toward the 21st century, the County government began examining its direction and making changes to enhance its service to the community. The Office of Public Affairs (OPA) was part of that process and during the past 12 months, the organization and operation of the office have been closely evaluated. As a result of the evaluation, OPA developed a reorganization plan designed to enhance service delivery. The purpose of this business process redesign was to restructure the organization and function of OPA to address: the changing environment of communications; the increasing emphasis placed on communication by the Board and the County Executive's Office; the increasing demand for information assistance from County agencies; and the need to involve citizens in the communication process.

Recognizing that OPA will be called on to meet these challenges without any significant increases in staffing or financial resources, OPA continually identifies strategies to make the most effective use of existing resources.

Issues

Since 1975, many of Fairfax County's demographics have dramatically increased. The number of households, median family income, minority populations, the County budget, and the number of County employees have increased by 100 percent or more and population has increased over 85 percent. The agency actually has fewer positions and less funding today than it did a decade ago.

When populations, diversities, budgets, and programs increase to this extent, the concurrent communication demands increase by at least as much. Yet the ability to meet those demands has decreased. As a result, the agency is challenged daily to meet the communication needs of the Board of Supervisors, the County Executive, County staff, the media and County residents.

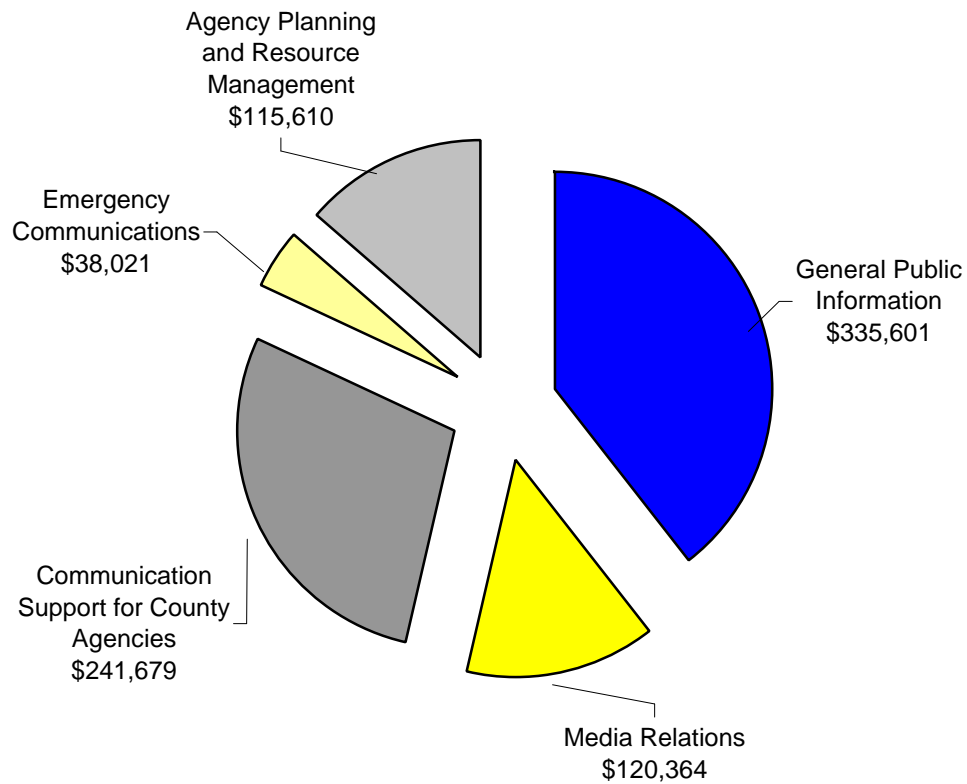
With 11 merit positions, two limited-term positions and a budget of \$850,000, OPA communicates with approximately 970,000 citizens at an annual cost of 88 cents per person. In order to meet the increasing demands for communication service, the agency has reallocated resources, found creative ways to meet increasing demands, such as the use of interns, and implemented technological advancements. To meet the County's growing communication needs, the agency will continue to analyze and make changes to its policies, procedures and methods as necessary.

Office of Public Affairs

► **Summary of All Agency CAPS**

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
13-01	General Public Information	\$335,601	4/3.65
13-02	Media Relations	\$120,364	2/2.25
13-03	Communication Support for County Agencies	\$241,679	2/2.4
13-04	Emergency Communications	\$38,021	1/0.7
13-05	Agency Planning and Resource Management	\$115,610	2/2
TOTAL Agency		\$851,275	11/11

Office of Public Affairs



Total FY 2002 Adopted Budget Expenditures = \$851,275

Total FY 2002 Adopted Budget Net Cost = \$851,275

13-01-General Public Information

Fund/Agency: 001/13	Office of Public Affairs	
Personnel Services	\$215,701	CAPS Percentage of Agency Total General Public Information 39.4% All Other Agency CAPS 60.6%
Operating Expenses	\$165,000	
Recovered Costs	(\$45,100)	
Capital Equipment	\$0	
Total CAPS Cost:	\$335,601	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$335,601	
Positions/SYE involved in the delivery of this CAPS	4/3.65	

► CAPS Summary

As the information connection to County government, the Office of Public Affairs (OPA) provides essential information to County citizens, businesses and visitors concerning County government actions, programs and services. Citizens perceive OPA as the central communications office for the County and look to the agency to provide timely and accurate information. The agency uses a variety of media to communicate with citizens and emphasizes the use of current technology. For example, citizens have 24 hour access to County information through the Web site and 324-INFO. Such efforts provide "one-stop shopping" for our customers.

Office of Public Affairs

324-INFO

Coordinates and manages content of the 24-hour automated telephone system, which provides taped information on more than 100 County government subjects.

Brochure Inventory at Information Desk

Maintains inventory of over 100 brochures, newsletters, public transportation schedules, flyers, employment applications and job bulletins, etc. provided by County agencies for distribution to citizens.

Cable Channel 16 Bulletin Board Messages

Reviews, edits and formats approximately 550 messages annually for broadcast on the Fairfax County Cable Channel 16 Bulletin Board in an effort to widely disseminate County information.

Citizen Focus Groups

Conducts focus groups to assess citizen opinion on communication issues. Focus groups were held in FY 2001 to gather input for the Web site redesign and to assess County publications.

Citizen Handbook

Researches, updates, edits and publishes a comprehensive Citizen Handbook about government programs and services in hard copy and electronically on the County Web site. The Handbook is sent to libraries, community associations, County agencies and elected officials for dissemination and is provided to citizens and businesses upon request.

Communication Audit

Conducts periodic audits to evaluate the effectiveness of the Office of Public Affairs' (OPA) communication programs. The audits include analyzing County publications for image, factual and message consistency; relevance to mission and readability; interviewing key County staff members; benchmarking other local government communications; and conducting citizen surveys.

Customer Assistance

Provides essential services to both internal and external customers. The agency's response to inquiries often forms the first impression a citizen receives of the County, so it is imperative that our staff is helpful, considerate and well informed. By the same token, County employees also know they can call the agency to get assistance on answering any questions they may have regarding the County and its services. The agency operates the central citizen information desk to provide essential customer service to more than 800 constituents on a daily basis. Staff answers both the 703-324-3185 and 703-324-2000 phone lines, which are listed in local phone directories as the main phone numbers for Fairfax County Government. In addition, the agency responds to more than 500 e-mail messages annually received through the County Web site.

Directory of County Information

Maintains and updates directory of County information, which includes government activities, addresses, phone numbers, hours of operation and branch offices. This directory, which includes more than 1,400 entries, is used by multiple County agencies and will soon be made available to all County employees.

E-government

Manages content of County's Web site, which includes more than 10,000 pages of information and develops, implements and monitors content policies and procedures. Provides general County information for County kiosk program and serves on program steering committee.

Office of Public Affairs

FOIA Meeting Schedule

Prepares and distributes more than 260 Virginia Freedom of Information Act (FOIA) notices of meetings attended by two or more members of the Board of Supervisors to citizens annually, as mandated by Virginia Code 2.1-340 through 2.1-346, regarding publishing notices of public meetings.

FOIA Requests

Coordinates responses and assists County agencies with FOIA requests from citizens, as mandated by Virginia Code 2.1-340 through 2.1-346.

Homeowners Association List

Maintains list of more than 1,500 Community and Homeowner associations. This list is used by many County agencies as a primary means of communicating with citizens.

Marketing Programs and Services

Recognizing the Board of Supervisors' desire to market Fairfax County, OPA is continually seeking new marketing venues. Citizen feedback from focus groups indicates that the Washington Post is the most used information resource, making it an excellent venue for County information. OPA subsequently initiated a program to place full-page advertisements in the Fairfax Extra section of the Washington Post to publicize significant County programs and services, resulting in cost-effective marketing that reaches the target audience.

News to Use

Seeks information about County programs and services from all County agencies. Reviews, edits and publishes the News to Use booklet that is distributed to 1,500 Homeowner and Community Associations, as well as all agency directors four times a year. Homeowner and Community Associations use the information in their newsletters that are widely distributed to their membership.

Publications

Researches, updates, writes and edits publications for our agency as well as more than 30 agencies whom rely on OPA for communications assistance. Coordinates printing and internal distribution, as well as external distribution to satellite locations such as libraries, Board offices and other County and non-County facilities. Manages inventory and publication schedule for each of the following:

- Introduction to the Board of Supervisors – general introduction to the Board and its meetings
- Newcomer's Guide – information relevant to new residents of the County
- Tax Facts – general information about County taxes
- Tax Obligations of Military – tax obligations of military personnel in Fairfax County
- Boards, Authorities and Commissions – directory of Board, Authorities and Commissions
- Materials to support countywide information campaigns such as mosquito prevention, wastewater management, wise water usage, etc.

Tours

Assists with scheduling and conducting County briefings and tours for local, national and international visitors.

Office of Public Affairs

Town meetings/Celebrate Fairfax

Recognizing the efficiency of using existing gatherings to provide information and the value of meeting citizens face-to-face, in FY 2001, OPA initiated participation in town meetings and Celebrate Fairfax to bring County information directly to citizens. OPA designed a new display which showcases the County's many assets for use at public gatherings.

Weekly Agenda

Researches, writes, oversees printing and distributes in hard copy and electronic format approximately 45 issues of the Weekly Agenda annually. The Agenda is sent to community associations, elected officials and libraries for dissemination and is provided directly to citizens upon request. Promotes and manages the free subscription program; coordinates printing and mailing to subscribers; evaluates, executes and administers printing and mailing contract.

► Method of Service Provision

Service provided directly by County employees and student interns.

Hours of Operation: 8:00 a.m. to 4:30 p.m. Monday through Friday; evening and weekend hours as necessary.

► Performance/Workload Related Data

As the County's population continues to grow, so does the need for timely and accurate public information. The number of inquiries responded to by phone, e-mail and direct contacts continues to grow annually. For example, OPA responded to more than 500 e-mail inquiries in FY 2001, which represents a 45 percent increase over the previous year. In addition, OPA staff provided customer service to more than 800 constituents daily, either in person or by phone. OPA also marketed the redesigned Web site and expanded the 324-INFO system to better serve citizens through the use of these technologies.

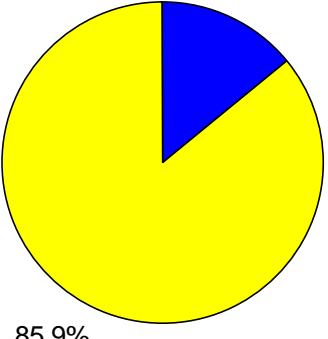
In addition to the direct customer service provided by OPA, the agency continues to develop informational materials and seeks innovative ways to provide them to citizens and businesses. For example, one publication, News to Use, is printed and provided to more than 1,500 Homeowner and Community Associations. To enhance accessibility, the same information is made available electronically on the County's Web site and on disk. The agency also maintains an inventory of more than 100 brochures from various County agencies for distribution at the County Information Desk in the Government Center. To supplement these communication efforts, OPA staff participates in town meetings, gives presentations to citizens and visitors and solicits citizen feedback through focus groups.

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 1 - 25%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia 2.1-340 through 2.1-346 - Virginia Freedom of Information Act. The Virginia Freedom of Information Act is the primary State law governing citizen access to records of public entities and to their meetings.

13-02-Media Relations

Fund/Agency: 001/13		Office of Public Affairs
Personnel Services	\$133,121	CAPS Percentage of Agency Total  85.9% 14.1% <div>Media RelationsAll Other Agency CAPS</div>
Operating Expenses	\$18,100	
Recovered Costs	(\$30,857)	
Capital Equipment	\$0	
Total CAPS Cost:	\$120,364	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$120,364	
Positions/SYE involved in the delivery of this CAPS	2/2.25	

► CAPS Summary

Due to its proximity to the nation's capital, Fairfax County provides information to over 300 media outlets, far more than most local governments. For this reason, media relations demands a considerable amount of time from the Office of Public Affairs (OPA) staff. In addition, the office has been directed to take on the role of County spokesperson which requires an additional commitment to gathering comprehensive information and developing media strategy.

OPA approaches media relations in two ways: proactive and reactive. Every effort is made to proactively tell the County's positive stories and to make use of the media to provide citizens with information on programs and services. In FY 2001, OPA introduced the Futures Features mailing to alert the media about positive County initiatives. In response to media calls about County issues, OPA staff provide accurate, positive and timely information in a constructive way. The individual activities designed to build strong media relations are outlined in the following section.

Office of Public Affairs

Daily 24/Seven Media Response

The director of OPA serves as a spokesperson for the County with OPA staff filling this role in her absence. The office responds to an average of four media calls each day and has received as many as 14 in a day. Since assuming the role of spokesperson in January of 2001, OPA has managed media coverage of the John Thoburn zoning issue; reapportionment; land use cases; the FY 2002 budget; and the real estate assessments increase.

Proactive Media Contacts

Researches, writes, edits and distributes approximately 298 news and Future Feature releases annually to more than 300 print and broadcast media. The releases allow the agency to inform the media of events and issues affecting the County. They also give the agency another platform to disseminate information to the citizenry.

FOIA Meeting Schedule

Prepares and distributes over 260 FOIA meeting notices to media annually, as mandated by the Virginia Code 2.1-340 through 2.1-346, regarding publishing notices of public meetings.

FOIA Requests

Coordinates responses to all FOIA requests from the media, as mandated by Virginia Code 2.1-340 through 2.1-346.

Media Paging System

Enhances our availability to the media by providing a media paging system which provides the media with access to an OPA information officer 24 hours a day/seven days a week. The system allows the caller to leave a message and page the duty information officer.

Media Satisfaction Survey

To gauge the quality of our media relations efforts, OPA has initiated a media satisfaction survey that is sent annually to any media representative that has more than three contacts with the OPA during the previous 12 months. The survey is evaluated to determine any area of media relations that needs to be improved. In the December 2000 survey, media representatives rated the office superior or above average in all categories related to their contact with OPA staff.

News Conferences/Media Events

Provides support to the Board of Supervisors and County agencies to plan news conferences and media events and ceremonies. For example, OPA produced the media event to launch the County's redesigned Web site.

► Method of Service Provision

Service provided directly by County employees and student interns.

Agency Hours of Operation: 8:00 a.m. to 4:30 p.m. Monday through Friday; information officers are available 24-hours a day, seven days a week.

► **Performance/Workload Related Data**

As mentioned, OPA took on the role of spokesperson for Fairfax County on January 1, 2001, six months into FY 2001. This has resulted in a significant increase in the number of incoming media calls. Based on the data collected in the first six months of 2001, it is anticipated that OPA will handle 1,040 media calls annually, compared to 479 calls handled in FY 2000. The time spent on each call has also increased from 15 minutes to 21 minutes.

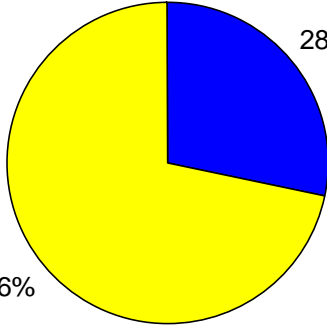
Data indicates that OPA's enhanced proactive media strategy is effective. Based on the first six months of 2001, it is anticipated that OPA will prepare and distribute 290 news releases and 8 Future Features notices to the media, resulting in the placement of approximately 252 positive print media stories annually.

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 1 - 25%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia 2.1-340 through 2.1-346 - Virginia Freedom of Information Act.
- The Virginia Freedom of Information Act is the primary State law governing citizen access to records of public entities and to their meetings. This act gives any Virginia citizen and any non-resident representative of a newspaper, radio station, or television station that is circulated in or broadcasts in Virginia the rights to have access to public meetings and to inspect and copy public documents.

13-03-Communication Support for County Agencies

Fund/Agency: 001/13	Office of Public Affairs	
Personnel Services	\$163,000	CAPS Percentage of Agency Total  Legend: ■ Communication Support for County Agencies ■ All Other Agency CAPS
Operating Expenses	\$97,668	
Recovered Costs	(\$18,989)	
Capital Equipment	\$0	
Total CAPS Cost:	\$241,679	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$241,679	
Positions/SYE involved in the delivery of this CAPS	2/2.4	

► CAPS Summary

Fairfax County agencies rely on the Office of Public Affairs (OPA) to be the definitive resource for advice and services related to public information. OPA serves as the public information staff to over 30 agencies that do not have information officers and provides consultation to 11 other agency information officers. Support provided includes consulting services, coordination of training and seminars, conduction of promotional campaigns and assistance with media relations and special events.

Agency Communication Survey

Initiated an agency directors' survey in FY 2001 designed to measure the effectiveness of our support to agencies and to determine their communication needs. The survey will be conducted on a regular basis.

Office of Public Affairs

Board Presentations and Proclamations

Coordinates approximately 172 presentations requested by the Board of Supervisors annually for proclamations, resolutions and certificates for more than 875 recipients; includes scheduling all participants, preparing item for presentation by researching, writing, coordinating review and producing final document, arranging photographic services and providing support materials to the Board.

Communication/Media Support for BOS Meetings and Committee Meetings

The director of OPA or an OPA staff member is always in attendance at the Board of Supervisors meetings to gather information on County issues in order to respond to questions from citizens, the media and County staff. A staff member is also usually present at the Board committee meetings. OPA staff responds to media inquiries related to the Board agenda and to the committee issues.

Communication Seminars/Training

To support the Board of Supervisors' emphasis on marketing the County, OPA coordinates two daylong professional development seminars annually for County staff. Seminars have included "A Marketing Toolbox," "Successful Media Relations," and, coming in September of 2001, "Writing for the Web."

County Participation in Awards Programs

Manages County's participation in award programs. Includes issuing announcements; collecting, reviewing and editing submissions from other agencies; preparing submissions for review by selection committee and submitting final selections to approximately 10 state and national award programs such as NACo, NACIO, VML, Ford Foundation Innovations in Local Government and Public Service Excellence Awards.

Employee Communications Support

Actively participates in planning and conducting activities to enhance overall communication with County employees. Prepares and submits e-mail Broadcast messages to notify County employees of urgent issues like ozone alerts and lowering of the flags, as well as non-urgent announcements.

Equipment Maintenance

Monitors agency audiovisual equipment and ceremonial supplies and maintains a log for lending that equipment to Board members and other agencies.

Fairfax County Government Communicators (FCGC)

The FCGC, made up of staff members who manage or have some responsibility for the County's communication efforts, is staffed by OPA. The group holds monthly meeting featuring speakers on communication topics and provides an information connection for its 56 members from 26 agencies.

Information Presentations

Prepares, updates, delivers and disseminates PowerPoint presentations on the services provided by Fairfax County. The presentations are impressive communication tools that promote the County and give the audiences a comprehensive overview of the services provided. The presentations have been given to groups of citizens, students and visitors and have been well received at all meetings.

Office of Public Affairs

News Clip Packets

Prepares and disseminates weekly news clip packets to the Senior Management Team and Board of Supervisors. The packets include articles about Fairfax County and are collected from both daily and weekly newspapers. The packets give the readers a comprehensive print media snapshot for the week and allow for the easy retrieval of archival information. Much of the information is also provided electronically on a daily basis to a wider distribution group.

Photographic Services

Coordinates photographic services for approximately 30 events annually including scheduling photographer for special events, coordinating film processing, responding to requests for print and electronic images, and maintaining photograph files.

Publication Review

Reviews and edits brochures, newsletters, correspondence and other printed materials for County agencies, often rewriting text and assisting with the design.

Special Events

Coordinates planning, scheduling, marketing, production of invitations and programs, equipment placement, event logistics and agendas with Board members, other County staff and business and citizen groups for special events such as ribbon cuttings, groundbreaking and dedication ceremonies.

Special Projects

To enhance the effectiveness of our communication efforts, OPA develops comprehensive information programs to address countywide issues. For example, in FY 2001, OPA carried out an extensive program to inform citizens about the budget and the increases in property assessments. OPA also manages or assists County agencies with communications for a variety of special projects each year. Examples include the West Nile Virus, Photo Red Light, Web redesign launch, Older Worker Expo, Deer Management, Stormwater Management, Bonds, Oral Rabies, Cinderbed Road, Washington Area Conference on Telecommuting (WACOT), and Reapportionment.

Web Site Content

Manages content on the County's Web site and works with agencies to make necessary changes. Monitors content for accuracy, timeliness and appropriateness and ensures compliance with County policies and procedures.

► Method of Service Provision

Service provided directly by County employees and student interns.

Hours of Operation: 8:00 a.m. to 4:30 p.m. Monday through Friday; evening and weekend hours as necessary.

► **Performance/Workload Related Data**

In FY 2001, OPA initiated a new process to enhance workload management. This system provides statistical data on the amount of time OPA spends supporting County agencies. Based on the first six months of measurement, the five information officers and the deputy director dedicate approximately 100 hours each week, or more than two eight hour work days each, to providing public information support to County agencies.

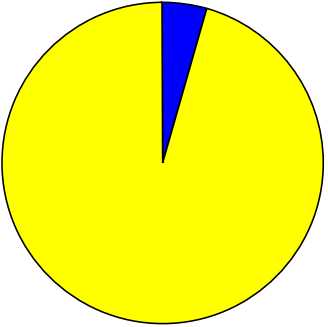
To evaluate this support and identify communications needs, OPA conducted a survey of agency directors in FY 2001. Eighty-two percent of the respondents rated OPA's professionalism as above average or superior and 85 percent rated OPA's accessibility as above average or superior. OPA will conduct this survey regularly to measure the quality of consulting services provided to County agencies with the goal of 100 percent satisfaction.

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 1 - 25%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia 2.1-340 through 2.1-346 - Virginia Freedom of Information Act. The Virginia Freedom of Information Act is the primary State law governing citizen access to records of public entities and to their meetings.

13-04-Emergency Communications

Fund/Agency: 001/13	Office of Public Affairs	
Personnel Services	\$45,889	CAPS Percentage of Agency Total  95.5% 4.5% Emergency Communications All Other Agency CAPS
Operating Expenses	\$4,000	
Recovered Costs	(\$11,868)	
Capital Equipment	\$0	
Total CAPS Cost:	\$38,021	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$38,021	
Positions/SYE involved in the delivery of this CAPS	1/0.7	

► CAPS Summary

The Office of Public Affairs (OPA) is the lead agency in providing emergency public information to citizens and businesses in the County, which is mandated by the Code of Virginia. Staff is available and prepared to respond to an emergency 24-hours a day. As outlined in the Fairfax County Disaster Operations Plan, OPA is responsible for supervising the dissemination of emergency public information, coordinating and disseminating news releases, serving as the lead spokesperson for release of information to the public and the media, and supervising the operation of the citizen hot-line/rumor control system. The agency disseminates information to various audiences using several methods including media outlets, the County Web site, Cable Channel 16 and automated messages recorded on easily accessible telephone numbers.

Office of Public Affairs

OPA is an integral component of the County's emergency management team and consults with the County Executive and senior management to assist in planning the County response. Before and during events, staff collects, analyzes and disseminates vital information relating to health, safety and welfare to County citizens and businesses as well as County employees during emergency or critical events. Emergency communication also includes information about the impact on all County programs and services. Emergency events can generally be described as:

- Crisis Communications - Planning appropriate actions and coordinating the dissemination of information in response to high profile or sensitive issues such as on-the job employee death or employee actions that result in criminal charges.
- Emergency Situations - Predicted or actual events that have the potential to affect the safety, health and welfare of the population such as drinking water contamination or wide-spread exposure to infectious disease or hazardous materials.
- Staff Support in Emergency Events - Consulting with other agencies to assist in planning actions and collecting, analyzing and disseminating key information to citizens, employees and media during emergency or critical incidents.
- Weather Alerts - Predicted or actual weather events such as hurricanes, tornadoes, severe snow, ice and ozone action days.

► Method of Service Provision

Service provided directly by County employees.

Agency Hours of Operation: 8:00 a.m. to 4:30 p.m. Monday through Friday; information officers are available 24-hours a day, seven days a week.

► Performance/Workload Related Data

The OPA has the responsibility for informing Fairfax County citizens, businesses, employees and the media about any issue that has the potential to impact the health, safety or welfare of a significant population. In this capacity, the agency continuously looks for effective mechanisms and technologies to reach diverse audiences with timely and accurate information. On average, the agency responds to approximately 15 emergency events and participates in two mock disaster exercises annually.

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 1 - 25%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia, section 44-146.19 - the State mandate for an Emergency Plan. The Code of Virginia mandates that the County prepare, and keep current, a local or inter-jurisdictional emergency operations plan for its area. The plan shall include, but not be limited to, responsibilities of all local agencies and shall establish a chain of command.

13-05-Agency Planning and Resource Management

Fund/Agency: 001/13		Office of Public Affairs
Personnel Services	\$115,478	<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p style="text-align: center;">13.6%</p> <p style="text-align: center;">86.4%</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> ■ Agency Planning and Resource Management ■ All Other Agency CAPS </div>
Operating Expenses	\$12,000	
Recovered Costs	(\$11,868)	
Capital Equipment	\$0	
Total CAPS Cost:	\$115,610	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$115,610	
Positions/SYE involved in the delivery of this CAPS	2/2	

► CAPS Summary

A strong infrastructure enables an agency to run effectively and efficiently and benefits the entire organization. It ensures the optimum application of both financial and human resources in providing services for which the agency is responsible. The Office of Public Affairs' (OPA) staff performs all procurement, personnel and training functions related to the needs of the agency; compiles all fiscal documents related to the operations of the agency; performs all accounts payable functions; develops and implements strategic plans; and analyzes and researches methods to improve the efficiency of the agency. Through a recent reorganization of the agency, these responsibilities were concentrated in one branch. By consolidating these duties, the agency has freed its information officers to concentrate on achieving the organization's mission of providing timely, accurate, and accessible information to its customers.

Office of Public Affairs

Agency Budget

Prepares, justifies and executes the agency budget and third quarter review for the agency. Also, provides monthly spreadsheets that give detailed information about agency expenditures and groups the fiscal information by project. The spreadsheets give the agency leadership team a clear financial picture for the agency and allow for the more efficient management of agency resources.

Communication Policies and Procedures

Writes or revises policies and procedures to reflect changing priorities. The office is currently in the process of producing a strategic plan using the communication audit as a springboard. Based on issues raised during mock emergency exercises, staff is also preparing a countywide crisis communication policy.

Dissemination Methods Research

Researches and analyzes dissemination methods. As a result of one such research project, the agency now has the capability to send “blast faxes” using an outside vendor. This capability allows for the faster distribution of information to a large population and frees up valuable staff time allowing for greater efficiency.

Media Information Database

Maintains a database of media representatives capable of sorting media by area of interest, type of media, etc. To ensure this database is up-to-date, the office regularly conducts a media survey to solicit information from all of the print and electronic media. The information from the database is currently available to County agencies and the goal is to provide direct access to the database so each agency can customize it for their use.

New Communication Tools Research

Continually researches new technologies to enhance communication efforts. For example, during the recent County reapportionment, OPA worked with Cable Channel 16 to produce a video news release and then distributed it to media outlets nationwide. OPA has also set up procedures to monitor media coverage, including free coverage through Web media alerts and video monitoring through a contracted vendor.

New Technologies Research

Researches and analyzes new technologies to make the agency more efficient. For example, the use of automated electronic mailing lists is currently being researched. The automated electronic mailing lists will allow the agency to disseminate information quickly and easily to a large population, hence improving both the service provided and the efficiency of the agency.

► Method of Service Provision

Service provided directly by County employees and student interns.

Hours of Operation: 8:00 a.m. to 4:30 p.m. Monday through Friday; evening and weekend hours as necessary.

► **Performance/Workload Related Data**

OPA continually examines and updates agency policies, procedures and work processes to ensure the effective administration of the agency. By analyzing, researching and implementing new technologies and new dissemination methods OPA has been able to, without an increase in budget or staff, increase the number of news releases produced by 40 percent and handle all media calls, which have doubled since the beginning of the calendar year. In order for the agency to continue to grow and take on new responsibilities, a strong, well-organized infrastructure is essential.

Electoral Board and General Registrar

► Agency Mission

To provide each citizen of Fairfax County with the opportunity to exercise his or her right to vote in an efficient and equitable manner in accordance with the Constitutions of the United States and the Commonwealth of Virginia and the Code of Virginia.

► Trends/Issues

The 2000 presidential election has focused unprecedented attention on the conduct of elections and the voter registration process throughout the nation. Numerous studies have been and are being conducted to evaluate every aspect of the election process from voting equipment standards to election officer training, voter registration procedures and accessibility issues. Undoubtedly, new legislation will be introduced on both the Federal and State levels to “fix” many of the problems that were raised in these studies. Unfortunately, study recommendations and subsequent legislation, however well-intentioned, don’t always address the cost and logistics of implementing the changes.

Even before the events in Florida, the Electoral Board was seeking to purchase new electronic voting machines. Although our Electronic-1242 machines are extremely reliable and well-liked by the voters, they are getting old and becoming quite expensive to maintain, store and transport. The DOS-based software is fifteen years old – quite ancient by today’s technology standards. The Agency has been examining new equipment from several vendors who are going through the state certification process. The new touch-screen type machines are smaller, requiring less warehouse storage space and less cost to transport. The testing, set-up and annual maintenance will require significantly less time. New machines have the capability of transmitting results electronically with virtually simultaneous display on the Internet. In addition, federal legislation is now pending that will require all precincts to have voting equipment that allows visually impaired voters to cast their ballots without assistance. All of the new machines that are under consideration will be able to meet that standard. Funding is now in place to begin a five-year machine replacement program beginning in FY 2002.

A major concern brought by the aftermath of the 2000 election was the question of voter eligibility. The Registrar’s Office serves the citizens of Fairfax County by providing registration opportunities for all eligible citizens who desire to vote, and assures their franchise through the maintenance of complete and accurate records. The implementation of the National Voter Registration Act of 1993 (NVRA) was, and continues to be, the watershed event that has affected the overall work volume. The number of voter registration applications that must be processed has doubled and the complexity of the process has also grown in magnitude. The number of applications that require significant amounts of research can be illustrated by the increase in denial letters. Before NVRA less than 1 percent of the application volume required a denial. Since NVRA an average of 12 percent of applications are being denied. Historically, part-time staffing was always used to help with peak-time work. Now, however, part-time employees are needed to keep up with day-to-day requirements. At the FY 2001 Carryover Review, 4 part-time positions were converted to 2 full-time positions to help meet increased work requirements.

Expansions of duties have also come from other sources besides legislation. The Registrar’s Office is now responsible for managing the election night return of results and materials from all of the County’s precincts. This increases the burden on staff hours from 5:00 a.m. until 10:00 p.m. on the day of the election. Another challenge that this division now faces is the

Electoral Board and General Registrar

FY 2002 implementation of the new State online information system. Hopefully, this system will help the staff process applications more quickly and improve the overall quality of the information. Time will provide that information; however, the transition period will undoubtedly provide the usual challenges of implementing a new system and a reduction in efficiency can be expected until the staff is fully trained.

Several other issues that were also apparent from last year's election included the need to recruit and train competent officers of election and the need to expand voter education. The Agency is actively recruiting citizens to serve as officers of election by working with the political parties and community associations. We are seeking to develop partnerships with businesses, other agencies and non-profit associations to increase the number of citizens who are available to serve on Election Day. The Agency is also looking into more innovative ways of training such as more user-friendly instruction materials, simplified forms, training videos and possible online instruction to ensure more consistent and accessible training for poll workers. A new program was started in 2000 to use high school seniors as Election Pages to assist the officers of election in the polling places. The pilot program, which included disability awareness training, was quite successful and will be expanded this year.

Increased voter education, although not mandated, will certainly go a long way toward preventing many of the problems associated with the 2000 election. The Agency is already conducting voter registration at all public high schools, many shopping centers and Metro stations in the area. A series of Public Service Announcements is being developed with the assistance of Channel 16 to inform voters of registration deadlines and requirements, remind voters to update their records if they have moved, advertise the availability of absentee voting satellites and demonstrate the use of the voting machines. The Agency Web site is being enhanced to include more information for voters and will include graphics and instructions on using the voting equipment. Absentee ballot applications, Voter Registration Forms, Election Officer Applications and information brochures are sent to all libraries, governmental centers and other public service agencies. We are exploring the possibility of providing instructions on registering to vote and using the voting machines in other languages. The Agency is also examining ways to reach out to the citizens with disabilities to provide assistance and information to voters in alternative formats.

One additional responsibility for our Agency that is unrelated to the 2000 election, is the new requirements concerning campaign contributions and expenditure reporting. The new mandate requires the Agency to "receive, catalog and review" the reports filed by candidates (Section 24.2-928.) The Agency now has the authority to impose and collect fines for violations of campaign reporting requirements (Section 24.2-929 and 930.) Under State Board of Election guidelines, the review process involves checking balances, verifying aggregate totals for contributors, verifying beginning and ending balances with previous reports, and checking the final disposition of loan balances and transfers of funds to new campaigns. The audit and tracking of these reports and violations will be a huge undertaking and a new database is being developed for this purpose. In an election year, up to eight reports are filed for approximately 150 campaigns. In a non-election year, two reports are required for each open campaign.

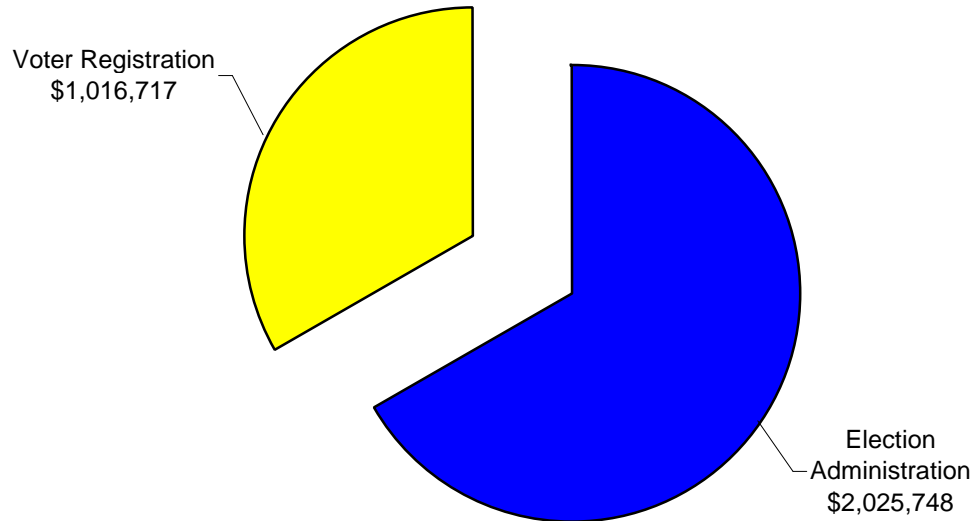
Electoral Board and General Registrar

We expect that the next few years will bring some changes and provide a number of challenges for Federal and State legislators. Hearings regarding DMV procedures, absentee voting, voting equipment, education of voters and many other facets of voter registration and elections are currently ongoing in the General Assembly and will, in all likelihood, result in new legislation. The use of technology will most certainly be a primary factor to be considered in any change in voting or registration procedures. Security, equity, identity and privacy issues continue to be a concern with any form of Internet voting or online registration technology. We expect that the Federal and State legislators will have difficulty in balancing the time-honored traditions of neighborhood polling places, grassroots campaigns, local registrars and traditional balloting with the demands for speed, accuracy and convenience in the high-tech community. The biggest challenge for this Agency will be to implement new mandates while continuing to maintain the voters' confidence in the system.

► Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
15-01	Election Administration	\$2,004,277	9/9
15-02	Voter Registration	\$938,476	13/13
TOTAL Agency		\$2,942,753	22/22

Electoral Board and General Registrar



Total FY 2002 Adopted Budget Expenditures = \$3,042,465

Total FY 2002 Adopted Budget Net Cost = \$2,942,753

15-01-Election Administration

Fund/Agency: 001/15	Electoral Board and General Registrar	
Personnel Services	\$848,717	CAPS Percentage of Agency Total 33.4% 66.6% ■ Election Administration ■ All Other Agency CAPS
Operating Expenses	\$175,031	
Recovered Costs	\$0	
Capital Equipment	\$1,002,000	
Total CAPS Cost:	\$2,025,748	
Federal Revenue	\$0	
State Revenue	\$16,211	
User Fee Revenue	\$5,260	
Other Revenue	\$0	
Total Revenue:	\$21,471	
Net CAPS Cost:	\$2,004,277	
Positions/SYE involved in the delivery of this CAPS	9/9	

► CAPS Summary

The Election Administration division of the Office of the Electoral Board and General Registrar is responsible for the logistics of conducting elections including providing the voting equipment, ballots, materials, polling places, officers of election and training to conduct all Federal, State, town and local elections in Fairfax County. This division is also responsible for receiving, cataloging and reviewing candidate's Statement of Organization and Campaign Contribution and Expenditure reports.

Due to the cyclical nature of our responsibilities, the Electoral Board has a very small full time staff. We rely on a virtual army of limited term employees to assist with all aspects of election preparation from packing supplies and setting up the voting machines to contacting and training officers of election. Limited term employees staff the absentee voting satellites and assist with processing and mailing absentee ballots. We also use over 2,200 citizens to operate the polling places on Election Day.

Electoral Board and General Registrar

Since any change affecting voting is subject to preclearance by the United States Department of Justice under the Voting Rights Act, the Electoral Board staff works closely with the County Attorney's Office to ensure compliance with all federal, state and local laws. The Electoral Board also coordinates efforts with many other County agencies during the course of the year to fulfill election requirements. These agencies include Circuit Court, DIT, GIS, Public Affairs, Libraries, Police, Print Shop, Mail Services, Purchasing, Department of Management and Budget, Finance, Facilities Management, Parks and Public Schools.

Voting equipment: As mandated by Code of Virginia Section 24.2-627, the Electoral Board must provide one voting machine for every 750 voters in a precinct. Even before the events in Florida, the Electoral Board was seeking to purchase new electronic voting machines. Although our Electronic-1242 machines are extremely reliable and well-liked by the voters, they are getting old and becoming quite expensive to maintain, store and transport. The DOS-based software is fifteen years old – quite ancient by today's technology standards. The manufacturer no longer supports the old software and no longer carries parts for the impact printers in our oldest machines. Storage space in the warehouse is also at a premium and other agencies are impacted by the large area required to store and service these machines.

The Agency has been examining new equipment from several vendors who are going through the state certification process. The new touch-screen type machines are smaller, requiring less warehouse storage space and less cost to transport. The testing, set-up and annual maintenance will require significantly less time. New machines will have the capability of transmitting results electronically with virtually simultaneous display on the Internet. In addition, Federal legislation is now pending that will require all precincts to have voting equipment that allows visually impaired voters to cast their ballots without assistance. All of the new machines that are under consideration will be able to meet that standard.

Funding is now in place to begin a five-year machine replacement program beginning in FY 2002. After the state certification process is completed later this year, the Agency will begin the process of selecting a vendor, testing the equipment and making recommendations to the Board of Supervisors.

Voting Machine Ballots and Memory Cartridges: The design of voting machine ballots is prescribed by the State Board of Elections and is coordinated with other jurisdictions using similar machines. Individual ballot faces must be produced for each of the voting machines, a process that usually takes 2 weeks. Memory cartridges must also be programmed and tested for each individual machine. Programming cartridges for 825 machines is a process that takes approximately 10-12 hours. Thirty days following the election the memory cartridges must be opened, electronically erased and have fuses replaced before they can be used for the next election, a process that takes several days. Newer technology will simplify this process significantly.

Paper Ballots and Absentee Voting: Paper ballots for absentee voting must be approved and printed in a manner prescribed by the State Board of Elections. The Electoral Board must have the ballots available for mail and in-person voting 45 days before a general election and 30 days prior to a primary or special election. Optical-scan equipment (AccuVote) is used to read and tally these ballots at the absentee voting satellites and in the Central Absentee Precinct on Election Day. These machines also require the same rigorous maintenance, programming and testing as the Electronic-1242 machines. Paper ballots must also be printed for use in the precincts for curbside voters and in emergency situations.

Electoral Board and General Registrar

All paper ballots must be strictly secured and accounted for both before, during and after each election. Each election also requires different numbers and types of ballots. For example, in November 2001, this agency will need 17 different ballot styles to conduct elections for the 17 Delegate Districts within the County. In 2002, 3 ballot styles will be sufficient for the three Congressional districts. In 2003, the Electoral Board will need over 70 different ballot styles for the various combinations of Senate, Delegate and Supervisor Districts.

As a service to voters, the Electoral Board provides 8 absentee voting satellites at various locations around the County for 2½ weeks prior to each November election. These satellites also require secure facilities, voting machines, ballots, forms, phone lines, signage, supplies, staffing, and staff training.

Materials: The Electoral Board must design, produce and/or secure a multitude of forms, signs, instructions and supplies to conduct each election – everything from legal documents such as the Statement of Results and Abstracts of Election to items such as signs, rulers and pens. Although the State Board of Elections prescribes the format for many of the legal forms, our staff has customized these forms to merge with the precinct and candidate databases for greater efficiency. Due to recent funding cuts on the state level, many of the forms and envelopes that were previously provided by the state will have to be printed by the localities.

Precincts and Polling Places: The Electoral Board makes recommendations to the Board of Supervisors for changes in precinct boundaries and polling places based on election districts, population growth, suitability of facilities and communities of interest. This year, the decennial reapportionment process for all federal, state and local election districts resulted in the creation of 15 new precincts. Staff must identify potential polling places and ensure that buildings meet all federal and state accessibility standards. An annual accessibility survey is now mandated by the State Board of Elections. Following approval of a new polling location, staff must coordinate use of the facility, delivery of machines and payment of any fees involved.

Officers of Election: Over 2,200 citizens are required to staff the 217 polling places and count absentee ballots on Election Day. In recent years it has become increasingly difficult to find reliable, competent citizens to fill these positions. In an effort to reduce “no-shows,” the election officer coordinators have resorted to using seasonal personnel to contact every election officer by phone. Our coordinators are also looking for more creative ways to recruit new election officers, including producing Public Service Announcements, developing partnerships with businesses and non-profit groups and seeking legislation to allow government workers a day of leave to work at the polls. As new equipment is implemented and the conduct of elections becomes more “high-tech,” the Electoral Board will be seeking younger, computer-literate citizens to serve as officers of election.

Election Officer Training: Training 450 Chief and Assistant Chief officers and over 900 new officers in the short period of time allowed before Election Day presents an enormous challenge for the staff. This past year we redesigned many of our forms and created a new easy-to-read manual/checklist for the chief officers. We also created instruction materials with sample forms for new recruits and review sheets that were mailed to the returning officers. For the future, we will be working with Channel 16 to create training videos to provide more consistent instruction and to reduce the number of staff members required to teach each class.

Electoral Board and General Registrar

Campaign Finance Reports: The new state mandate requires the Agency to “receive, catalog and review” campaign contribution and expenditure reports (Section 24.2-928.) The Agency also now has the authority to impose and collect fines for violations of campaign reporting requirements (Section 24.2-929 and 930.) In past years our office was only responsible for receiving these campaign reports, making them available for public inspection under the Virginia Freedom of Information Act and notifying the Commonwealth’s Attorney if reports were late.

Under new State Board of Election guidelines, the review process now involves checking balances, verifying aggregate totals for contributors, verifying beginning and ending balances with previous reports, and checking the final disposition of loan balances and transfers of funds to new campaigns. The audit and tracking of these reports and violations will be a huge undertaking. A new database is being developed for this purpose. The first report that was audited took an experienced staff member approximately 4 hours to review and turned up a number of discrepancies that need to be addressed. In an election year, up to eight reports are filed for approximately 150 campaigns. In a non-election year, two reports are required for each open campaign. The staff is also developing plans to make these reports available on the Agency web site. This will reduce the staff time and expense of making and selling paper copies and will certainly be a convenience for the citizens and reporters who wish to view these reports.

► **Method of Service Provision**

Normal services are provided in the Electoral Board Office in the Government Center. Regular office hours are 8:00 a.m. to 4:30 p.m. weekdays. The Code of Virginia mandates that the office be open for absentee voting a minimum of 8 hours the two Saturdays before a general election and one Saturday before each primary or special election. The office is required to be open until 5:00 p.m. on days when candidate filings and reports are due.

As a service to voters, office hours for absentee voting are extended to 7:30 p.m. (8:00 p.m. in presidential years) for 2½ weeks before each November election. Eight absentee satellite offices, located in the governmental centers, are also staffed for 2½ weeks before the November election. Satellite hours are 3:30 p.m. to 7:30 p.m. weekdays (3:00 p.m. to 8:00 p.m. in presidential years) and 9:00 a.m. to 5:00 p.m. on Saturdays.

On Election Days the Electoral Board office is open at 5:00 a.m. and remains open until all absentee ballots are counted and all precincts have reported in – often after midnight. The Electoral Board provides 217 polling places staffed with 2,200+ officers of election at over 200 locations for each November general election. Polling places are located in public schools, libraries, churches, community centers and other public buildings.

Training for new officers of election and all Chief and Assistant Chief officers is mandated by Code for each election. The Electoral Board staff conducts both day and evening classes at various times and locations before each election. Last October, the Electoral Board staff instructed 25 Rovers, 425 Chief and Assistant Chief officers and over 900 new officers of election to conduct the 2000 presidential election.

Voting machines are stored, tested and maintained at the county warehouse facility in Springfield. Electoral Board staff services the 825 voting machines over a 2-3 week period each summer. Machines are tested and set-up approximately 6 weeks before each November election over a period of 2-3 weeks. Preparation for primary and special elections requires approximately 1 week, depending upon the number of machines needed for the election.

Electoral Board and General Registrar

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Registered Voters	516,016	531,456	537,096	583,717	577,000
Precincts/Polling Places	203	203	203	217	220
Voting Machines	720	755	775	810	825
Officers of Election	1,588	1,605	1,527	2,227	1,800

Voter registration increases dramatically in presidential election years. Voter rolls are purged of inactive registrants who have not voted in two consecutive Federal elections which causes a decrease in registration.

The Electoral Board is required to provide one voting machine for each 750 registered voters in a precinct. (Code of Virginia Section 24.2-627) with a minimum of two machines per precinct.

There was a freeze on creating new precincts for the 2 years prior to the census redistricting. (Code of Virginia Section 24.2-309.1)

Extra election officers are assigned to precincts for presidential elections because of higher voter turnout.

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- The U.S. Constitution, the Voting Accessibility for the Elderly and Handicapped Act, the Americans with Disabilities Act relating to public services, the Voting Rights Act, the National Voter Registration Act, Article II of the Virginia Constitution, the Virginia Freedom of Information Act, and Title 24.2, Virginia Election Laws, Code of Virginia.

Electoral Board and General Registrar

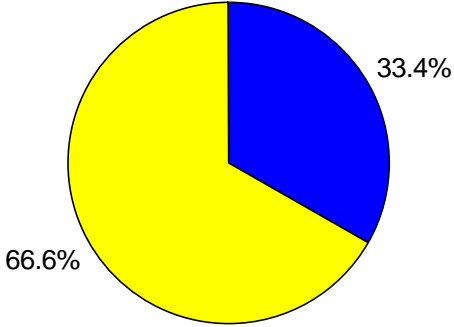
► User Fee Information

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0531	Fine for violation of Campaign Finance Reporting	N/A
Current Fee		Maximum Allowable Fee Amount
Varies with nature of violation – schedule set by <u>Code of Virginia</u> .		Varies with violation: \$50-500
Purpose of Fee: Imposes penalties for failure to file, late filing or incomplete reports of candidate's campaign contributions and expenditures.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
<u>Code of Virginia</u> §24.2-928, 929 & 930	Action of Virginia General Assembly	New fee July 1, 2001
Other Remarks: This is a new responsibility for the local electoral boards effective July 1, 2001. Previous fines were paid to the Treasurer of Virginia.		

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0604	Copying Fees	\$4,110
Current Fee		Maximum Allowable Fee Amount
10¢ per page		N/A
Purpose of Fee: Recover cost of copying documents available under the Virginia Freedom of Information Act.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
Set by Agency	Agency discretion.	Unknown
Other Remarks: Fee is primarily used for copying candidate campaign contribution and expenditure reports. Future plans are to put these reports on the Agency web site, which will reduce the demand for copies, but will also reduce the staff time needed to make the copies.		

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0608	Sales of Locators	\$1,150
Current Fee		Maximum Allowable Fee Amount
\$30 per volume		N/A
Purpose of Fee: Recover cost of printing Street Locators		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
Set by Agency	Agency discretion.	FY 2000
Other Remarks: Future plans are to offer the street locator on a CD or online to reduce the cost to the user and to reduce the volume of printed material.		

15-02-Voter Registration

Fund/Agency: 001/15		Electoral Board and General Registrar	
Personnel Services	\$814,858	CAPS Percentage of Agency Total  66.6% 33.4% ■ Voter Registration ■ All Other Agency CAPS	
Operating Expenses	\$201,859		
Recovered Costs	\$0		
Capital Equipment	\$0		
Total CAPS Cost:	\$1,016,717		
Federal Revenue	\$0		
State Revenue	\$78,241		
User Fee Revenue	\$0		
Other Revenue	\$0		
Total Revenue:	\$78,241		
Net CAPS Cost:	\$938,476		
Positions/SYE involved in the delivery of this CAPS	13/13		

► CAPS Summary

The goal of the Voter Registration division of the General Registrar is to provide registration opportunities for all eligible citizens who desire to vote, and to assure their franchise through the maintenance of complete and accurate records. This role has continued to grow in volume and complexity; due to the population growth of the County, and the ever-growing work requirements derived from new legislative demands.

In order to fulfill our mission goal, the General Registrar's staff has established working relationships with numerous County agencies; i.e., Public Schools, County Libraries, Print Shop, Facilities Management, Circuit Court, Department of Information Technology, Department of Taxation and Geographic Information Systems, to name a few. Additionally, our work brings us into direct contact with elected public officials and candidates vying for office.

Electoral Board and General Registrar

The work has always had a cyclical element. Virginia, unlike many states, has a November general election every year. Fairfax County has at least two and usually three elections each year, and sometimes as many as five or six, with no certain way of projecting for either them or the associated volume of work.

The voters' interest level in the particular election, the issues, and the candidates, all affect the volume of our work. For instance, a high interest election brings out more voters who are unfamiliar with the process. This situation can generate questions from these infrequent voters and potentially more problems realized as these individuals are likely to have potentially disqualifying information in the Virginia Voter Registration System. These variables, along with the above-mentioned complications in projecting our needs, require our "best guess".

As recent history indicates, since the implementation of the National Voter Registration Act of 1993 (NVRA) on March 6, 1996, in Virginia, the volume of voter registration applications that are processed in a fiscal year have doubled. In FY 2001, which includes the Presidential Election of 2000, over 156,000 applications were processed. This represents a 106.9 percent increase over the Presidential Election of 1992, when approximately 75,000 applications were processed.

Although there is still a cyclical element to the work, the overall volume is twice as large. Since NVRA the monthly work volume is at a much more consistently high level than in pre-NVRA years. November had always been a low work-volume month, since fewer applications are received after the general election; however, volume increased five-fold after NVRA was implemented. The monthly totals do vary, but the volume is at a constant high. The other significant increase in work volume and related processing time is the number of applications that require denial letters to be sent. Before NVRA denials represented less than 1 percent of the total applications; now they average 12 percent of the total. To cope with this level of work staff created a new computer program to track the work. This process requires 3.0 SYE positions.

Processing of the voter registration application is a multi-stepped operation that requires over-night processing before the voter card is produced and mailed to the voter at the home address. The incomplete applications, that require additional research, represent approximately 25 percent of the total.

Besides processing applications, staff must process: 1) voter inquiries made in-person, by telephone and e-mail. An extremely high volume occurs in the month or two month period prior to the November election. This past year the General Registrar received approximately 1,100 telephone calls a day for two months and 8,800 calls on Election Day; 2) change requests; 3) other jurisdiction applications; 4) cancellations; 5) transfers; 6) deletes and reinstatements; 7) petition verifications for candidates; 8) street and map changes; 9) re-precincting needs; and 10) filing. Staff must also support such voting activities as: in-person and satellite voting coverage, verification of precinct rosters, pre and post-election processing of kits and crediting voting records. Three other major on-going responsibilities require a great deal of additional part-time support. These are: 1) processing returned address confirmations; 2) sending out redistricting notifications; and 3) certifying absentee ballot applications. In addition, the Registrar's office is responsible for managing the election night returns of results and materials from all of the County's precincts.

How these factors affect the amount of work varies from year-to-year. Presently redistricting notifications, that must be mailed after the census numbers are available and district lines are redrawn, will have the greatest impact on FY 2002 staffing needs.

Electoral Board and General Registrar

Voter registration outreach activities have changed dramatically since NVRA was implemented. Along with DMV, a variety of government agencies provide the citizens with an opportunity to complete a voter application (Social Services and Social Security offices to name a few). The public libraries stock voter applications in every branch for the mail-in registration. However, a number of very successful outreach programs are still made available to the citizens of Fairfax County. Each year prior to the November general election, field staff provides in-person registration at a variety of locations (shopping centers, retail stores and metro stops) throughout the community. Since the legal voting age was lowered by Congress, voter registration is offered in all public high schools to qualified seniors, resulting in approximately 5,000 registrations in 2001.

Fairfax County processes the largest volume of work in the Commonwealth, yet has the lowest staffing levels, when comparing six of the largest jurisdictions in the state. Ratio of registered voters served by each staff member is twice as high as the other jurisdictions. Part-time employees have been used to keep pace with the ever-expanding workflow within the agency. Concurrently however, there has been a greater need for a higher level of skill in these positions, due to: 1) the more complex requirements on the office of the General Registrar, 2) an increase demand on the office staff of working directly with the public, and 3) an increased work volume. To assist in meeting these requirements, 4 part-time positions were converted to 2 full-time positions during the FY 2001 Carryover Review.

► Method of Service Provision

The General Registrar's office has expanded hours to afford the most flexibility to the citizens of Fairfax County. We are open weekdays from 8:00 a.m. to 6:00 p.m. The Code of Virginia requires that we are open the two Saturdays preceding a general election and the last Saturday before a primary or special election. Additionally, we must staff our office, when requested by the two major political parties, if they choose "Firehouse primaries", Conventions or Canvasses.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate
New Registrations	34,408	35,782	46,017	52,713	49,000
Re-Registrations	20,618	21,077	37,166	53,582	38,500
Transferred from Other Jurisdictions	10,543	10,498	12,535	15,892	11,000
Changes within Fairfax County	21,435	17,825	23,459	28,024	22,500
Record Removals	7,025	6,024	7,601	11,091	6,900

Electoral Board and General Registrar

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Voting Rights Act of 1965 - This Act prohibits discrimination in voter registration practices and requires preclearance of all voter registration activities.
- 42 USC; Article II, Sections 1, 2 and 8 of Virginia Constitution - These sections describe the qualifications and requirements associated with voter registration, which mandate compliance.
- Article 4, Section 24.2-400 through 24.2-447, Code of Virginia - These sections of the Virginia Code deal with specific voter registration processing requirements for Virginia's local registrars.
- Virginia Freedom of Information Act, Section 2.1-340 through 2.1-346.1 - These sections of the Act describes what access the public has to public records and the consequences of violating these provisions.
- National Voter Registration Act of 1993 (Public Law 103-31; 42 USC 1973gg et seq.) - This Act increases voter registration opportunities by allowing mail-in applications and registration at a variety of government agencies, including the Department of Motor Vehicles.
- Uniformed and Overseas Citizens Absentee Voting Act, Section 101 through 107 (USC 1973ff et seq.) - This Act allows certain U.S. citizens to vote absentee.

Office of the County Attorney

► Agency Mission

To fulfill the requirements of the Code of Virginia that the County Attorney advise the governing body and all boards, departments, agencies, officials, and employees of the locality in civil matters, draft or prepare ordinances, defend or bring actions in which the local government or any of its components shall be a party, and in any other manner advise or represent the locality.

► Trends/Issues

Since 1997, the Office of the County Attorney has adapted to the various shifts in litigation case load by modifying attorney personnel deployment, which has resulted in an increase in the number of attorneys available to handle abuse and neglect and zoning enforcement cases. As a result of our efforts, we have achieved a high rate of success in litigation before the Fairfax County Circuit Court and the United States District Court for the Eastern District of Virginia and in appeals before the Virginia and federal appellate courts.

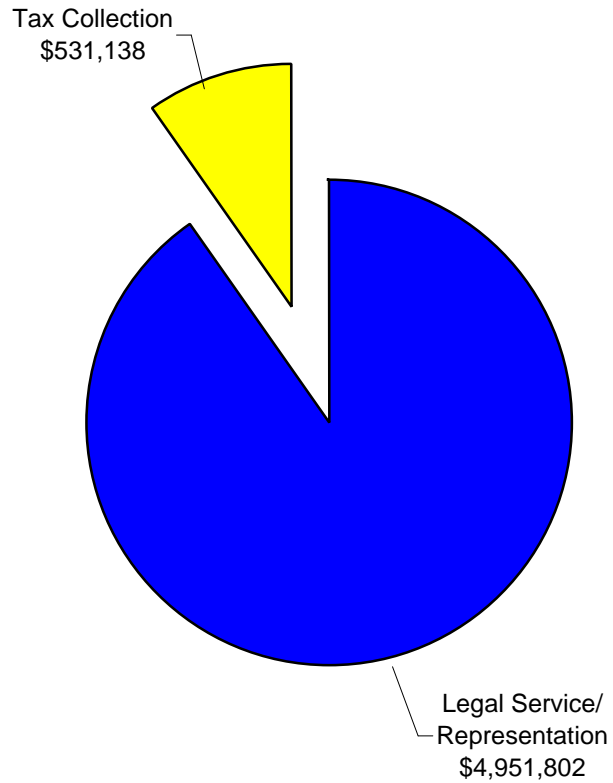
This office has provided, and will continue to provide, preventative law services by conducting training sessions for the Police Academy, the Department of Public Works and Environmental Services, the Department of Planning and Zoning, and the Department of Tax Administration.

We have attained leadership positions in both state and local attorney associations, including chairmanship of the Local Government Law Section of the Virginia State Bar, presidency of the Local Government Attorneys of Virginia, presidencies of the Fairfax Bar Association and the Fairfax Bar Foundation, and membership on the Virginia State Bar Council and Executive Committee.

► Summary of All Agency CAPS

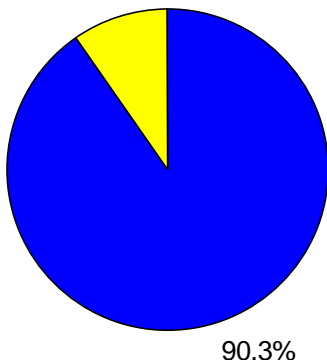
CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
17-01	Legal Service/Representation	\$4,876,544	56/56
17-02	Tax Collection	\$530,138	8/8
TOTAL Agency		\$5,406,682	64/64

Office of the County Attorney



Total FY 2002 Adopted Budget Expenditures = \$5,482,940
Total FY 2002 Adopted Budget Net Cost = \$5,406,682

17-01-Legal Service/Representation

Fund/Agency: 001/17	Office of the County Attorney	
Personnel Services	\$4,140,069	CAPS Percentage of Agency Total  9.7% 90.3% <div>■ Legal Service/Representation ■ All Other Agency CAPS</div>
Operating Expenses	\$1,144,215	
Recovered Costs	(\$332,482)	
Capital Equipment	\$0	
Total CAPS Cost:	\$4,951,802	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$75,258	
Total Revenue:	\$75,258	
Net CAPS Cost:	\$4,876,544	
Positions/SYE involved in the delivery of this CAPS	56/56	

► CAPS Summary

This Office represents Fairfax County in civil legal matters, and it gives legal advice and opinions to the Board of Supervisors, to other boards, authorities, and commissions, to the County Executive, and to all of the other County agencies.

We continue to achieve a high rate of success in litigation before all of the trial and appellate courts in which we practice. The number and complexity of abuse and neglect cases is increasing, and we will be deploying an additional attorney and additional support staff, if needed, to handle this increasing workload. The transferred staff will come from either the other staff within the Legal Service/Representation ICAPS or staff within the Tax Collection ICAPS.

Office of the County Attorney

► Method of Service Provision

County Attorneys in the Office of the County Attorney provide these services directly by means of oral and written communication. This Office's base hours are 8:30 a.m. to 5:00 p.m. However, such circumstances as court appearances, attendance at Civil Service Commission and Planning Commission hearings, and the preparation of briefs and other legal documents are often done outside of the normal base hours. Additionally, the attorneys in this Office are on call at all times for emergencies requiring legal advice.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate*	FY 2002 Estimate
Output:					
Lawsuits completed	1075	731	737	646**	640
Advisory responses completed	4,400	4,907	2,783	3,357**	3,350
Requests for zoning enforcement actions filed	NA	35	38	33	33
Efficiency:					
Lawsuits completed per staff	17	11	12	10**	10
Responses provided per staff	69	77	43	52**	52
Zoning enforcement actions filed per staff assigned	NA	14	15	13	13
Service Quality:					
Percentage of lawsuits concluded favorably	NA	NA	97%	97%**	97%
Percentage of advisory responses meeting timeliness standards	NA	NA	92%	93%**	94%
BOS Requests/14 days	NA	NA	94%	96%	96%
Subdivision Review/21 days	NA	NA	100%	100%	95%
Legal Opinion/30 days	NA	NA	95%	77%	90%
FOIA Requests/According to state law	NA	NA	100%	100%	100%
Other Requests/1 year	NA	NA	89%	91%**	92%
Percentage of zoning enforcement requests meeting 40-day filing standard	NA	97%	100%	97%	97%

*These are actual figures based on FY 2001 data.

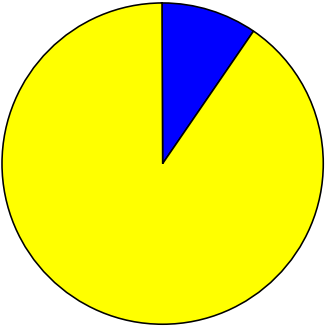
**Historical data includes both ICAPS. If broken down, FY 2001 actuals for Legal Service/Representation would be: Lawsuits completed, 374; Advisory responses completed, 2,784; Lawsuits completed per staff, 7; Responses provided per staff, 47; Percentage of lawsuits concluded favorably, 98%; Percentage of advisory responses meeting timeliness standards, 94%. Separate historical data is not available prior to FY 2001.

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia Section 15.2-1542 (Michie 1997). The Board of Supervisors must have the assistance of legal counsel.

17-02-Tax Collection

Fund/Agency: 001/17		Office of the County Attorney
Personnel Services	\$463,766	CAPS Percentage of Agency Total  9.7% 90.3% <div>■ Tax Collection ■ All Other Agency CAPS</div>
Operating Expenses	\$67,372	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$531,138	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$1,000	
Total Revenue:	\$1,000	
Net CAPS Cost:	\$530,138	
Positions/SYE involved in the delivery of this CAPS	8/8	

► CAPS Summary

This Office collects various delinquents taxes owed to the County, including real estate, business personal property, personal property, and Business, Professional and Occupational License.

We will closely monitor our tax collection efforts. Over the last two years, the amounts collected have declined significantly. This is primarily due to a major decrease in “big dollar” cases referred to our office from DTA. The decrease is not due to any decrease in the performance of the employees in this area. In fact, our expertise in tax collection is the highest it has ever been. We will place a greater emphasis on delinquent real estate tax collection in the next year to see if we can increase collections.

Office of the County Attorney

► Method of Service Provision

County Attorneys and Paralegals in the Office of the County Attorney provide these services directly by means of oral and written communication. To a limited extent, outside contractors are employed. This Office's base hours are 8:30 a.m. to 5:00 p.m. However, such circumstances as court appearances and the preparation of briefs and other legal documents are often done outside of the normal base hours. Additionally, the attorneys in this Office are on call at all times for emergencies requiring legal advice.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate*	FY 2002 Estimate
Output:					
Lawsuits completed	1,075	731	737	646**	640
Advisory responses completed	4,400	4,907	2,783	3,357**	3,350
Total Dollars Collected:					
Real Estate:	\$3,466,702	\$4,859,662	\$2,522,723	\$1,558,741	\$2,000,000
BPP, PP, BPOL:	\$1,322,879	\$3,513,734	\$1,511,114	\$834,131	NA
Other:	\$2,133,823	\$1,345,928	\$1,011,609	\$724,610	NA
Efficiency:					
Lawsuits completed per staff	17	11	12	10**	10
Responses provided per staff	69	77	43	52**	52
Salaries expended per collection amount	11%	8%	18%	26%***	21%***

Office of the County Attorney

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate*	FY 2002 Estimate
Service Quality: Percentage of lawsuits concluded favorably	NA	NA	97%	97%**	97%
Percentage of advisory responses meeting timeliness standards	NA	NA	92%	93%**	94%
Collection rate (Total BPOL, BPP, PP, collected in current year divided by total BPOL, BPP, PP referred in previous year)	NA	62%	69%	52%	52%

*These figures are based on FY 2001 actual data.

**Historical data includes both ICAPS. If broken down, FY 2001 actuals for Tax Collection would be: Lawsuits completed, 272; Advisory responses completed, 573; Lawsuits completed per staff, 34; Responses provided per staff, 72; Percentage of lawsuits concluded favorably, 96%; Percentage of advisory responses meeting timeliness standards, 89%. Separate historical data is not available prior to FY 2001.

***Does not include fringe benefits, only Character 20 and 30 expenses. To compare historically, with the traditional 25% fringe benefits, percentage amount would be 31% in FY 2001 and 24% in FY 2002.

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia Section 58.1-3919 (Michie 2000). The collection of delinquent taxes is mandatory.

Department of Management and Budget

► Agency Mission

To provide financial and analytical consultant services, develop a financial plan, and produce information for Fairfax County agencies, the Board of Supervisors, the County Executive, and citizens, in order to maintain the County's fiscal integrity and accountability, and to support effective decision-making.

► Trends/Issues

Accomplishments

- The Department of Management and Budget has produced fiscally sound annual budget plans and maintained rigorous monitoring procedures to ensure agencies' expenditures do not exceed appropriations. As a result, budget vs. actual expenditure and revenue variances of 2 percent or less have been achieved.
- DMB undertook an in-depth review of County budget practices in order to provide increased flexibility and accountability to agencies, streamline operations by ensuring that technology is fully leveraged, reduce paperwork, and ensure that budget-related procedures add value to the process both in terms of quality and type of data presented to the public and the Board of Supervisors.
- Due to strong budgetary control on spending, and reliance on a number of self-imposed financial and debt management practices, Fairfax County maintains a Triple A rating from all three bond rating agencies (Standard and Poors, Moody's, and Fitch Investors Service) which resulted in the significant bond sale savings – more than \$162.8 million since 1978.
- A comprehensive performance measurement system based on the Managing for Results approach has been implemented. The County's four-step methodology uses a Family of Measures to link agency resources (the budget) to results (performance measures) to increase accountability. Performance measures are less geared toward outputs and more targeted to outcomes and service quality.
- DMB has gained increasing recognition on the local, national and international level as a leader in the areas of performance measurement, and budget policy and development. Government officials from across the nation and around the world (including China, Russia, Japan, Korea, etc.) have come to Fairfax County to learn about the County's innovative approaches to performance measurement and budgeting.
- DMB earned the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) award, which represents the highest form of recognition by GFOA for governmental budgeting, each year for the past 16 years.
- DMB staff provided considerable staff support to the Department of Human Resources on the Market Pay and Benefits Study as well as implementation of the Performance Management/Pay for Performance initiative, and continues to provide technical assistance in administration of pay for performance.

Department of Management and Budget

- DMB has sought to maximize the application of technology, particularly CD-ROM and web technology, to increase Board, staff and citizen access to budget information, improve communication and achieve cost efficiencies. In 2000, DMB initiated offering all the annual budget volumes (Volumes I and II as well as the Overview) on CD-ROM to reduce printing and mailing costs as well as enable the public to search for information more efficiently. In 1999, DMB developed its own intra-agency website as a tool for rapid communication and information sharing within DMB. DMB also has sites on the Infoweb and the County's website. Since FY 1997, these sites have been continuously improved with a goal of making them more interactive for users -- both citizens and staff.

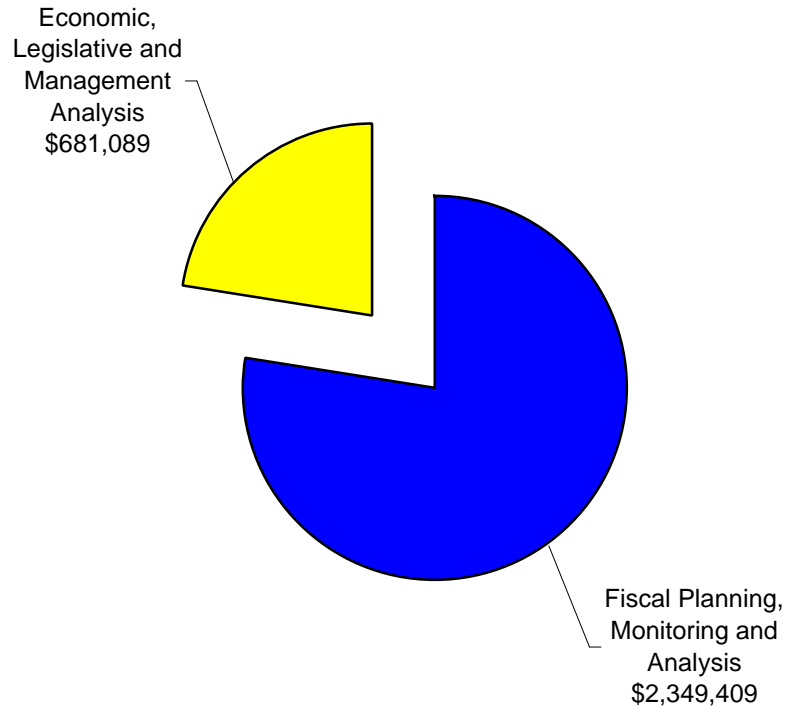
Issues/Trends

- There continues to be mixed economic conditions and uncertainty about the strength and direction of the County's future economic growth. The local economy continues to grow moderately, but leading indicators point to slower future growth.
- In the past year, the County revenue picture has been changing. Reliance on real estate tax revenue has increased from 51 percent of all revenue in FY 2001 to 53.2 percent in FY 2002, highlighting the need to diversify the County's revenue stream. All other sources of revenue are either essentially flat or declining.
- State policies with regard to revenue and reimbursements have impacted anticipated revenue to agencies, particularly human services and public safety agencies.
- The State's tax structure continues to challenge localities. A General Assembly-appointed commission will again look at the issue, but the outlook for changes is somewhat pessimistic. Fairfax County receives only 19 cents for every dollar in taxes collected by the State, which continues to cap, control or in some way limit 87 percent of the County's non-real estate tax revenue.
- The capital funding needs of the County continue to increase and are driven by school, transportation, and County facility requirements. Debt policies will be reviewed and revised to address the County's current and projected capital construction requirements.

► Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
20-01	Fiscal Planning, Monitoring and Analysis	\$2,349,409	32/32
20-02	Economic, Legislative and Management Analysis	\$681,089	9/9
TOTAL Agency		\$3,030,498	41/41

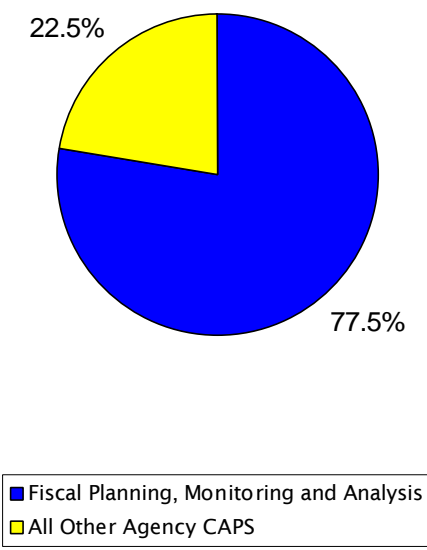
Department of Management and Budget



Total FY 2002 Adopted Budget Expenditures = \$3,030,498

Total FY 2002 Adopted Budget Net Cost = \$3,030,498

20-01-Fiscal Planning, Monitoring and Analysis

Fund/Agency: 001/20		Department of Management and Budget
Personnel Services	\$2,024,494	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">22.5%</p> <p style="text-align: right;">77.5%</p> <p style="text-align: center;"> ■ Fiscal Planning, Monitoring and Analysis ■ All Other Agency CAPS </p>
Operating Expenses	\$324,915	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$2,349,409	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$2,349,409	
Positions/SYE involved in the delivery of this CAPS	32/32	

► CAPS Summary

The Department of Management and Budget (DMB) is responsible for the administration of fiscal policy and coordination of the County's annual budget process, which includes development of budget guidelines, review of agency requests, presentation of recommendations to the County Executive, preparation of the Advertised Budget Plan, support of deliberations by the Board of Supervisors (including Add-On and reduction packages), and preparation of the Adopted Budget Plan.

Department of Management and Budget

For sixteen consecutive years, DMB has earned the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) award, which represents the highest form of recognition by GFOA for governmental budgeting. In FY 2001, as part of its continuous improvement efforts, the agency undertook an in-depth review of County budget practices in order to streamline operations by ensuring that technology is fully leveraged and that budget-related procedures add value to the process both in terms of quality and type of data presented to the public and the Board of Supervisors. In addition, for the first time, DMB made the annual budget (Volumes I and II as well as the Overview) available on CD-ROM to reduce printing and mailing costs as well as enable the public to search for information more efficiently.

The Department of Management and Budget (DMB) continues to achieve considerable accuracy in forecasting expenditures and revenues. The FY 2001 target variance of 2 percent or less was achieved with the variance for expenditures at only 2.0 percent and revenues at 0.2 percent. This indicates very accurate fiscal forecasting and careful budget management.

Annually, DMB reviews over 200 agency budget requests and prepares estimates for approximately 273 revenue categories. DMB is responsible for the County-wide budget review at Third Quarter to ensure conformance with spending limits and revenue estimates. DMB also conducts a budgetary review at the close of each fiscal year to carry appropriations into the next fiscal year in support of continuing financial obligations (Carryover Review). Throughout the year, DMB staff monitor agency budgets and review expenditure and revenue levels. DMB coordinates with agencies if trends indicate any potential overexpenditures or revenue shortfalls so corrective action can be taken early. DMB also provides day-to-day oversight for requisitions for major capital equipment purchases and adjustments to positions, and reviews approximately 200 Board items with a fiscal impact each year.

Another fiscal planning responsibility of the Department of Management and Budget is to administer Fund 002, Revenue Stabilization. The Board of Supervisors established the Revenue Stabilization Fund (RSF) as part of the FY 1999 Carryover Review. The purpose of this fund is to provide a mechanism for maintaining a balanced budget without resorting to tax increases and expenditure reductions that aggravate the stresses imposed by the cyclical nature of the economy. The RSF has a fully funded target balance of 3.0 percent of General Fund disbursements or approximately \$69 million. This fund is separate and distinct from the 2.0 percent Managed Reserve, which was established in FY 1983. DMB's responsibility is to identify 40 percent of General Fund balances at quarterly reviews as well as monitor interest earnings to fund this reserve over a multi-year period.

DMB maintains the County's budgeted position count, projects personnel costs for all agencies, including projections associated with pay for performance, and analyzes fiscal impacts of benefit and retirement changes, and other cross-County issues.

DMB also develops the County's Official Bond Offering Statements, coordinating all bond sales and conducting analyses of the County's bonding capacity and capital construction cashflow requirements. Financial analysis is provided for evaluating special financing arrangements, such as the South County Government Center, parking facilities for Metro, land preservation acquisitions, and various sewer, park and County bond refundings. In FY 2001, DMB coordinated two General Obligation bond sales with a total value of \$174.65 million and achieved savings of \$11.90 million compared to the Bond Buyer municipal index. In addition, the County refinanced \$139.465 million during FY 2001, resulting in additional savings of \$7.7 million net present value. Through its strong debt management practices and adherence to the County's established financial policies, DMB has played a key role in maintaining the County's Triple A rating from all three bond rating agencies (Standard and Poors, Moody's, and Fitch Investors Service) which has resulted in the bond sale savings noted above and more than \$162.8 million since 1978.

Department of Management and Budget

During FY 2002, DMB will conduct two bond sales to enable the County and Fairfax County Public Schools to finance essential capital projects. Also, DMB will update, validate, and ensure adherence to the Ten Principles of Sound Financial Management to preserve fiscal integrity and maintain the County's Triple A bond rating which results in interest savings on General Obligation Bonds.

In addition, DMB provides oversight of County contributions to various nonsectarian, nonprofit, or quasi-governmental organizations whose mission is to improve the general health and welfare of the community. Funding of these contributory agencies is contingent upon submission and review of quarterly financial reports.

Another key function of this program area is Reports Control, which includes data collection, compilation and document preparation tasks associated with monitoring the adopted and revised budget plans, quality control and data integrity of the appropriations and budget information contained in FAMIS, the County's online computer system for accounting.

Throughout each year, the Department of Management and Budget also responds to numerous requests for information from citizens, civic associations, commissions, bond rating agencies, other jurisdictions, the Commonwealth of Virginia, Federal Government, and all County agencies. DMB responds to requests for information and performs analyses for members of the Board of Supervisors and County senior management. Agency staff also conduct presentations and briefings for interested groups. The agency fully supports public hearings by making staff available at all times to assist the Board of Supervisors with information needs.

DMB is continually seeking ways to streamline its own processes in order to address the needs of a growing population without adding staff and to provide more time for value-added analysis. The agency will maintain the momentum created with the Budget Process Redesign in FY 2001 in order to continue to streamline and add value to the budget process.

Use of the DMB Internet home page continues to grow exponentially. As DMB has increased the amount and type of information available to the public, including quarterly budget reviews as well as the annual budget, citizens are accessing this information more frequently. Actual use in FY 2001 exceeded the estimate by 89.3 percent and is expected to continue to increase as public awareness of the web site grows. DMB staff will continue to identify and implement enhancements both to published documents and information presented on DMB's Internet homepage in order to improve public access, and on its Infoweb/intranet sites to improve efficiency and enhance communication between agencies.

The challenge for DMB for the coming fiscal years will be to develop a balanced budget that meets community, infrastructure, and organizational needs during times of continued population growth, increasing economic uncertainty and slowing revenues.

► Method of Service Provision

The fiscal planning, monitoring and analysis function is provided directly by County employees. Normal hours of operation are 8:00 a.m. to 4:30 p.m. Monday through Friday. Staff also provides after-hours support for County agencies, boards, authorities and commissions in the evenings and on weekends when needed.

Department of Management and Budget

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate
Dollar value of budgets reviewed (in billions)	\$2.79	\$3.08	\$3.27	\$3.61	\$3.86
Bond sales or refinances conducted	2	1	2	2	2
Dollar value of bond sales/refinances (in millions)	\$136.00	\$293.42	\$171.60	\$314.115	\$186.76
"Hits" on DMB home page	2,400	2,600	41,582	80,300	81,000
Authorized budget analysts per 1,000 population	0.029	0.030	0.027	0.026	0.026
Staff Year Equivalent (SYE) per bond offering statement	0.25	0.25	0.25	0.25	0.25
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
Bonds Ratings of AAA/Aaa/AAA (as rated by Moody's, S&P, and Fitch Investors Service)	Yes	Yes	Yes	Yes	Yes
Percent variance in actual and projected revenue	0.2%	0.6%	0.2%	0.2%	2.0%
Percent variance in actual and projected expenditures	3.1%	2.4%	1.5%	2.0%	2.0%
Interest savings (compared to the Bond Buyer 20-bond municipal index). Note: In some fiscal years, two bond sales were held, while in other years, only one bond sale was held. Data shown are for each bond sale since interest rates varied as well as actual interest savings per bond sale.	2 sales 4.74% \$2.74 mil 4.79% \$2.65 mil	1 sale 4.51%/ \$6.29 mil	2 sales 5.35%/ \$4.31 mil 5.21%/ \$4.17 mil	2 sales 4.87%/ \$3.20 mil 4.26% \$8.70 mil	2 sales 5.00%/ NA (estimate)

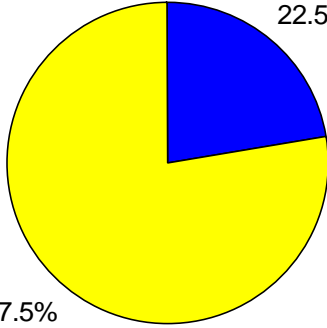
Department of Management and Budget

► **Mandate Information**

This CAPS is State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 51-75%. The specific State code and a brief description of the code follows:

- Code of Virginia, section 15.2-539: Submission of Budget by Executive. Each year, at least two weeks before the board must prepare its proposed annual budget, the county executive shall prepare and submit to the board a budget presenting a financial plan for conducting the county's affairs for the ensuing year.
- Code of Virginia, section 15.2-2503: Time for Preparation and Approval of Budgets. The governing body shall approve the budget and fix a tax rate for the budget year no later than the date on which the fiscal year begins.
- Code of Virginia, section 15.2-2504 What the Budget Must Show. The governing body shall approve the budget and fix a tax rate for the budget year no later than the date on which the fiscal year begins.
- Code of Virginia, section 15.2-2505: Reserve for Contingencies and Capital Improvements.
- Code of Virginia 15.2-2605: Publication and Notice; Public Hearing; Moneys Not to be Paid Out Until Appropriated
- Code of Virginia 15.2-1813: Notice When Public Hearing Required
- Code of Virginia 15.2-2507: Amendment of Budget
- Code of Virginia 15.2-1105: Borrowing Money and Issuing Evidence of Indebtedness
- Code of Virginia 15.2-2606 : Public Hearing Before Issuance of Bonds
- Code of Virginia 15.2-2634: Limitation on Amount of Outstanding Bonds

20-02-Economic, Legislative and Management Analysis

Fund/Agency: 001/20		Department of Management and Budget
Personnel Services	\$586,759	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: right;">22.5%</p> <p style="text-align: left;">77.5%</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> ■ Economic, Legislative and Management Analysis ■ All Other Agency CAPS </div>
Operating Expenses	\$94,330	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$681,089	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$681,089	
Positions/SYE involved in the delivery of this CAPS	9/9	

► CAPS Summary

In addition to the budgetary and fiscal policy responsibilities of the Department of Management and Budget, the agency conducts ongoing analysis functions in three key operational areas: revenue forecasting, legislative fiscal impact analysis, and management analyses, which includes the performance measurement/managing for results initiative, technical support for pay for performance, and specialized management analysis services for the County Executive and Board of Supervisors. Studies and reports are prepared to facilitate ongoing strategic planning, evaluation, and decision-making Countywide. A study of user fees Countywide is underway in FY 2002.

Department of Management and Budget

DMB staff monitors and forecasts 273 tax and revenue categories using various statistical methods; tracks and analyzes trends in local and national economic data; produces two key monthly economic reports: the "Fairfax County Economic Index" newsletter, prepared in partnership with George Mason University, and the "Economic Indicators Bulletin" which is published in-house; and conducts economic, statistical and quantitative analyses. DMB also conducts monthly review and modeling of major revenue categories (90 percent of total) and quarterly analysis of minor revenue categories.

DMB determines the fiscal impact of legislative initiatives before the Virginia General Assembly, as well as proposals brought forward by commissions and other bodies associated with the Virginia legislature. In addition, analysis of federal legislation is conducted whenever a bill is introduced that will have a fiscal impact on Fairfax County. During the 2001 General Assembly session, staff reviewed a total of 365 House and Senate bills referred to DMB, approximately 9 percent of all bills introduced in that session.

Working with the Department of Human Resources, DMB provides technical support for pay for performance, monitoring expenditures by agency, projecting fiscal impacts of trends in and modifications to the program, and serving a key role on the Compensation Steering Committee.

Finally, this program area supports the County's comprehensive performance measurement program which links performance (results) to resources (the budget). Fairfax County tracks performance in order to achieve results and continuously improve, as well as to provide greater accountability to its citizens. With a history of tracking management indicators that extends back to the 1970s, DMB is constantly evolving its process to provide meaningful information that helps managers to manage and citizens to understand the services Fairfax County is providing as well as how they benefit from those services.

DMB has gained increasing recognition on the local, national and international level as a leader in the areas of performance measurement, and budget policy and development. Government officials from across the nation and around the world (including China, Russia, Japan, Korea, etc.) have come to Fairfax County to learn about the County's innovative approaches to performance measurement and budgeting. Already considered a leader in performance measurement, in FY 2003, DMB is committed to continuing participation in the International City/County Management Association's Center for Performance Measurement to compare performance data and practices with other jurisdictions nationwide. An interagency team coordinated by the Department of Management and Budget has provided support for this effort since 1997. In addition, DMB provides annual training for County staff in four core areas including Basic Performance Measurement, Data Collection, Surveying for Customer Satisfaction, and Managing for Results.

► Method of Service Provision

Services are provided directly by County employees. Normal hours of operation are 8:00 a.m. to 4:30 p.m. Monday through Friday. Staff also provides after-hours support for County agencies, boards, authorities and commissions in the evening and on weekends when needed.

Department of Management and Budget

► Performance/Workload Related Data

DMB has developed, runs and maintains more than 20 econometric and other statistical models used to forecast revenue from major tax sources. These sources include: real estate tax, personal property tax, sales tax, BPOL, utility tax, investment interest portfolio, building fee revenue, transient occupancy tax, deed of conveyance and recordation taxes.

In FY 2001, DMB staff developed a methodology to amend the County's utility tax and BPOL tax ordinances that averted the potential loss of more than \$41 million in utility tax revenue for the County. The models and analyses were used by several other local jurisdictions.

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate
Number of House and Senate Bills Reviewed by DMB during General Assembly sessions	260 (long session)	223 (short session)	446 (long session)	365 (short session)	450 (long session)
Percent variance in actual and projected revenue	0.2%	0.6%	0.2%	0.2%	2.0%
Percent variance in actual and projected expenditures	3.1%	2.4%	1.5%	2.0%	2.0%

Department of Management and Budget

► **Mandate Information**

This CAPS is State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 26-50%. The State code and a brief description of the code follows:

- Code of Virginia, section 15.2-539: Submission of Budget by Executive. Each year at least two weeks before the board must prepare its proposed annual budget, the county executive shall prepare and submit to the board a budget presenting a financial plan for conducting the county's affairs for the ensuing year.
- Code of Virginia, section 15.2-2503: Time for Preparation and Approval of Budgets. The governing body shall approve the budget and fix a tax rate for the budget year no later than the date on which the fiscal year begins.
- Code of Virginia, section 15.2-2504 What the Budget Must Show. The governing body shall approve the budget and fix a tax rate for the budget year no later than the date on which the fiscal year begins.
- Code of Virginia, Section 15.2-2505: Reserve for Contingencies and Capital Improvements.
- Code of Virginia, Section 15.2-2605: Publication and Notice; Public Hearing; Moneys Not to be Paid Out Until Appropriated.
- Code of Virginia, Section 15.2-1813: Notice When Public Hearing Required.
- Code of Virginia, Section 15.2-2507: Amendment of Budget.
- Code of Virginia, Section 15.2-1105: Borrowing Money and Issuing Evidence of Indebtedness.
- Code of Virginia, Section 15.2-2606 : Public Hearing Before Issuance of Bonds.
- Code of Virginia, Section 15.2-2634: Limitation on Amount of Outstanding Bonds.

Revenue Stabilization Fund

002-01-Revenue Stabilization Fund

Fund: 002, Revenue Stabilization Fund	
Total Expenditures	\$0
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$1,175,070
Total Revenue	\$1,175,070

► Summary of Program

The Board of Supervisors during their deliberations on the FY 1999 Carryover Review, approved the establishment of Fund 002, Revenue Stabilization Fund. The fund was established as a mechanism to maintain a balanced budget without resorting to tax increases and expenditure reductions that aggravate the stresses imposed by the cyclical nature of the economy.

► Funding Availability and Future Considerations

The fund will not be used as a method of addressing the demand for new or expanded services, it is solely to be used as a financial tool in the event of a significant economic downturn.

This fund may not be utilized unless the following criteria is met:

- 1) Projected revenues reflect a decrease greater than 1.5 percent from the current year estimate.
- 2) Withdrawal from the Fund shall not exceed one half of the fund balance in any fiscal year, and
- 3) Withdrawals from the Fund shall be used in combination with spending cuts or other measures.

The Revenue Stabilization Fund has a fully funded target balance of 3.0 percent of General Fund disbursements. The fund is separate and distinct from the County's 2.0 percent Managed Reserve which was established in FY 1983. However the aggregate balance of both reserves shall equal 5.0 percent of General Fund Disbursements.

Revenue Stabilization Fund

► Funding Methodology

The target balance of 3.0 percent of General Fund disbursements shall be achieved through the combination of:

- 1) General Fund transfers at quarterly reviews of 40 percent of the non-recurring balance, and
- 2) Retention of the interest earnings on the balance.

This funding methodology will continue until the fund attains fully funded status.

► Status of Program

As of the FY 2001 Carryover Review, the funded ratio for Fund 002, Revenue Stabilization Fund is approximately \$28.0 million or 1.2 percent of General Fund Disbursements. To achieve fully funded status the fund would require \$70.2 million.

Office of the Financial and Program Auditor

► Agency Mission

Working under the guidance and direction of the Audit Committee, the Financial and Program Auditor provides an independent means for determining the manner in which policies, programs, and resources authorized by the Board of Supervisors are being deployed by management and are consistent with the intent of the Board and in compliance with all appropriate statutes, ordinances, and directives.

► Trends/Issues

This two-member agency, comprised of a Director and a Management Analyst II, plans, designs and conducts audits, surveys, evaluations, and investigations of the operations of County agencies as assigned by the Board of Supervisors or the Audit Committee acting on behalf of the Board. In addition, the Financial and Program Auditor operates the Fairfax County Government Audit Hotline, which was established by the Board of Supervisors to obtain citizen comments and suggestions for improving County programs and services. The Financial and Program Auditor works apart from the Office of Internal Audit which focuses on audits and day-to-day administration of the County as requested by the County Executive.

The Office of the Financial and Program Auditor issues quarterly status reports that describe its efforts to assist the County by working with agencies to improve cash management and other operations, with a goal of maximizing General Fund revenue and preventing unnecessary General Fund expenditures. The savings achieved by audits will vary depending upon the type of audits undertaken at the direction of the Audit Committee and the Board of Supervisors, and the conditions found. However, the Office strives to produce savings equal to or in excess of twice its annual operating budget, which is \$179,210 for FY 2002.

From FY 1999 through FY 2001, the Office of the Financial and Program Auditor issued 13 reports that discussed savings generated by its reviews totaling more than \$3.4 million. The Office also processed more than 100 hotline calls.

During FY 1999, the Office of the Financial and Program Auditor issued 5 audit reports to the Board of Supervisors that discussed cost savings in excess of \$1.8 million. In FY 2000, the Office issued 4 reports that discussed savings totaling approximately \$923,000. Four reports issued in FY 2001 by the Office discussed savings of approximately \$686,000.

In FY 2002, the Office of the Financial and Program Auditor will continue to monitor both the collection of overdue accounts receivable by County agencies as well as expediting grant reimbursement requests by several County agencies to maximize funds available for investment by the County, and the subsequent interest income the County earns. The Office will also review the controls over the money pledged for proffers by developers and will conduct other reviews as determined by the Audit Committee and the Board of Supervisors.

Office of the Financial and Program Auditor

► **Summary of All Agency CAPS**

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
37-01	Independent Reviews of County Operations As Directed By the Board of Supervisors Through Its Audit Committee	\$179,210	2/2
TOTAL Agency		\$179,210	2/2

37-01-Independent Reviews of County Operations As Directed By the Board of Supervisors Through Its Audit Committee

Fund/Agency: 001/37	Office of the Financial and Program Auditor	
Personnel Services	\$168,899	This CAPS accounts for 100 percent of total expenditures.
Operating Expenses	\$10,311	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$179,210	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$179,210	
Positions/SYE involved in the delivery of this CAPS	2/2	

► CAPS Summary

The Board of Supervisors decided it needed its own independent auditor to assist it in determining the manner in which policies, programs, and resources authorized by the Board are being deployed by management, and whether they are consistent with the intent of the Board and in compliance with all appropriate statutes, ordinances, and directives.

The current Office of the Financial and Program Auditor came into existence in March 1997. It operates as a two-person office under the direction of an Audit Committee of the Board of Supervisors. The Audit Committee determined that it would meet quarterly, and that the Office of the Financial and Program Auditor would submit four status reports annually, timed to coincide with the quarterly Audit Committee meetings.

Office of the Financial and Program Auditor

Working together, the Audit Committee and the Office of the Financial and Program Auditor determined the areas to be reviewed by the Office. These areas have included the operation of the Retirement Administration Agency, as well as expediting requests for grant reimbursements by various County agencies. The latter review has added millions of dollars to the County's pooled cash and hundreds of thousands of dollars in investment income. Other areas reviewed include the collection of overdue accounts receivable that were at least a year old, which has resulted in the County receiving hundreds of thousands of dollars it might otherwise not have collected. Additional collections are underway which should increase the amount of overdue receivables collected to more than a million dollars.

The Audit Committee most recently has requested a review of the controls over money collected by the County as a result of proffers pledged by developers, and the expenditure of that money.

It is a goal of the Office of the Financial and Program Auditor to maximize revenue for the General Fund, or prevent unnecessary General Fund expenditures. As part of its performance measurement goals, the Office strives to save money amounting to at least 200 percent of its own budget. The amount saved as a result of the Office's reviews since March 1997 is approximately \$3.4 million. The cost of operating the Office during that period has been less than \$650,000 through June 30, 2001, a ratio of about \$5 saved for every \$1 spent. The audits are conducted under the direction of an Audit Committee and the savings achieved by audits will vary depending on the type of audits undertaken and the conditions found.

The Board of Supervisors also determined that the Office of the Financial and Program Auditor should be responsible for operating the Fairfax County Government Audit Hotline to obtain citizen comments/suggestions on County programs and services. The Audit Hotline offers citizens a way to suggest improvements in County services or to report any alleged waste, fraud or mismanagement they may perceive in the County Government.

Since its creation in May 1997 by the Board of Supervisors, the hotline has received more than 100 calls. The calls are received by a private company which, on a pro bono basis, writes them up and faxes them to the Office of the Financial and Program Auditor. The Office of the Financial and Program Auditor reviews the faxed material and if necessary, discusses it with the recipient of the call to ensure an understanding of the complaint or suggestion. The Office then types up the complaints/suggestions and provides them to the County Executive's Office where they are forwarded to the appropriate County agency for action and response. The responses flow back through the County Executive's Office to the Office of the Financial and Program Auditor where they are checked for completeness. The Office of the Financial and Program Auditor then summarizes the responses into the original write-ups of the complaints/suggestions to ensure a written record of the each hotline call and actions taken as a result of the calls.

The Office of the Financial and Program Auditor coordinates its work with the County's Office of Internal Audit which operates under the County Executive. This coordination ensures cooperation and eliminates duplication of audit effort.

► Method of Service Provision

The audits are conducted by two County employees, a Director and a Management Analyst II. The hours of operation are from 8:00 a.m. to 5:00 p.m. Monday through Friday.

Office of the Financial and Program Auditor

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Audit reports issued	N/A	5	4	4	4
Savings achieved as a percent of the agency's budget	N/A	1,200%	474%	200%	200%
Percent of audit reports completed on time	N/A	100%	100%	100%	100%
Percent of recommended improvements in operations accepted and implemented by County agencies	N/A	100%	100%	90%	90%

Civil Service Commission

► Agency Mission

To represent the public interest in the improvement of Personnel Administration in the County and to advise the County Board of Supervisors, the County Executive and the Human Resources Director in the formulation of policies concerning Personnel Administration within the competitive service.

► Trends/Issues

The primary challenge to the Commission is to manage the cases that it receives. Appeals that are classified under the Personnel Regulations as grievable, eligible for a binding decision, are heard by the Civil Service Commission, a five-member citizen body that is appointed by the Board of Supervisors. Toward that goal, the Commission staff settled 38 percent of the appeals received during FY 2001, thereby reducing the number of hours required to prepare for hearings and reducing the backlog of cases. Priority is given to cases involving terminations.

► Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
41-01	Adjudication of Employee Grievances and Appeals	\$187,170	2/2
TOTAL Agency		\$187,170	2/2

41-01-Adjudication of Employee Grievances and Appeals

Fund/Agency: 001/41	Civil Service Commission	
Personnel Services	\$140,405	This CAPS accounts for 100 percent of total expenditures.
Operating Expenses	\$46,765	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$187,170	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$187,170	
Positions/SYE involved in the delivery of this CAPS	2/2	

► CAPS Summary

The Civil Service Commission serves as an appellate hearing body to adjudicate employee grievances and appeals. The Commission also reviews and conducts public hearings on proposed revisions to the Personnel Regulations.

► Method of Service Provision

Appeals that are classified under the Personnel Regulations as grievable, eligible for a binding decision are heard by the Civil Service Commission, a five-member citizen body, that is appointed by the Board of Supervisors. The Commission meets every Tuesday evening between the hours of 7:30 p.m. and 11:00 p.m. The two staff positions also provide office coverage and customer service during the hours of 8:00 a.m. to 4:30 p.m. Monday through Friday.

Civil Service Commission

Appeals that are eligible for an advisory decision under the Personnel Regulations and appeals received from the non-instructional employees of the Fairfax County Public Schools are heard by a hearing officer assigned by the Commission to hear such appeals. The Executive Director of the Commission serves as the assigned hearing officer. The hearings are conducted during normal business hours.

The Civil Service Commission also conducts public hearings on proposed revisions to the Personnel Regulations and forwards its recommendations to the Board of Supervisors.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Grievances involving final and binding decisions	NA	41	50	50	50
Grievances involving advisory decisions	NA	9	10	10	10

► Mandate Information

This CAPS is State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific State code and a brief description of the code follow:

- Code of Virginia Section 15.1-7 (1) (2) provides for a grievance procedure.

Department of Tax Administration

► Agency Mission

To assess, levy and collect all real and tangible personal property, business license, and other miscellaneous taxes according to State statutes and County ordinances; to ensure the assessments are uniform and equitable so that each property owner carries his or her fair share of the tax burden; to maintain current collection rates and ensure all delinquent taxes are collected; to ensure that all firms and individuals engaged in business activities are properly licensed; to administer tax relief programs in a manner that ensures all eligible residents receive proper benefits; to properly administer the State Income Tax and other State and County programs as required; and to ensure that all departmental programs are administered with the highest quality of customer service.

► Trends/Issues

The Department of Tax Administration (DTA) was created by the Board of Supervisors during FY 1995, merging Revenue Collection staff with the Office of Assessments. The merger created many opportunities for 'One-Stop-Shopping' and significantly improved service delivery to Fairfax County taxpayers. Key operations include the assessment and collection of all Real Estate Taxes, Vehicle Taxes, Business and Other Taxes. The split between activities is roughly 65 percent assessing and 35 percent collections. The agency also provides a full range of customer support activities to include operation of a centralized call center. Overall, DTA CAPS are responsible for approximately 78 percent of all General Fund revenue.

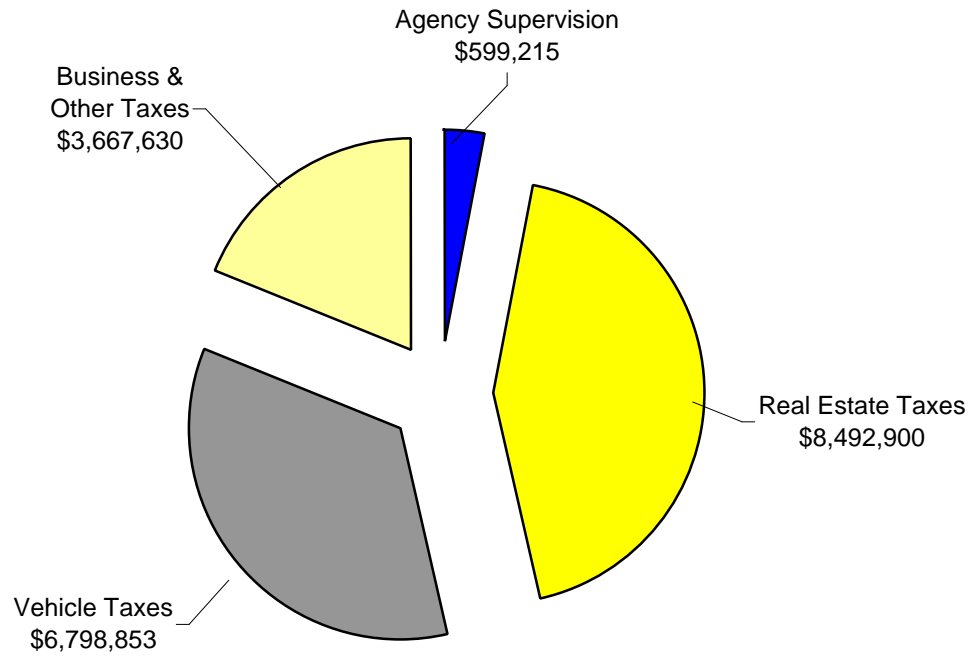
DTA has faced major challenges since its creation. Staffing has decreased from 376 merit positions at the start of FY 1996 to 327 in FY 2002, including closing of branch tax offices in FY 1997. However, despite increasing workload and a changing real estate market, DTA continues to focus on and provide quality customer service. A significant part of this effort has been the aggressive development of Internet capabilities. As a result, DTA has become increasingly decentralized and more of a 24x7 operation. Several of these initiatives are discussed within specific CAPS.

Based on its constitutional and statutory requirements, DTA's direct expenditures are partially offset by State Compensation Board reimbursements.

► Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
57-01	Agency Supervision	\$398,123	9/8.5
57-02	Real Estate Taxes	\$7,600,220	129/128.9
57-03	Vehicle Taxes	\$6,172,930	125/125.2
57-04	Business & Other Taxes	\$3,083,684	64/64.4
TOTAL Agency		\$17,254,957	327/327

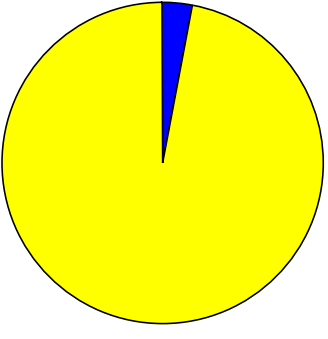
Department of Tax Administration



Total FY 2002 Adopted Budget Expenditures = \$19,558,598

Total FY 2002 Adopted Budget Net Cost = \$17,254,957

57-01-Agency Supervision

Fund/Agency: 001/57		Department of Tax Administration
Personnel Services	\$492,641	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">3.1%</p> <p style="text-align: center;">96.9%</p> <p style="text-align: center;"> ■ Agency Supervision ■ All Other Agency CAPS </p>
Operating Expenses	\$106,574	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$599,215	
Federal Revenue	\$0	
State Revenue	\$201,092	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$201,092	
Net CAPS Cost:	\$398,123	
Positions/SYE involved in the delivery of this CAPS	9/8.5	

► CAPS Summary

Agency Supervision provides oversight and management of all programs and budget administered by the Department of Tax Administration (DTA). This division includes management oversight, systems and security administration and payroll/procurement functions. This CAPS reflects the DTA Director's constitutional duties as the chief assessor and tax collector, responsible for ensuring proper administration and adjudication of all assessment and tax collection matters for the County. This represents over \$1.7 billion in FY 2002 General Fund revenue from Real Estate, Personal Property, and Business Licenses alone. This CAPS also provides staff support and programmatic analysis to the Board of Supervisors and senior County management.

Department of Tax Administration

► Method of Service Provision

Service is provided directly by the DTA director and other technical, clerical employees within Agency Supervision. In addition to internal services, this CAPS provides services directly to Fairfax County taxpayers, prospective businesses, the Board of Supervisors, and senior County management. Compliance reports are also provided to the State as required by law.

► Performance/Workload Related Data

The outcome of this CAPS is reflected in the performance statistics of the core functions of DTA (i.e., specific assessing and collection activities). In addition to compliance with statutory requirements, this CAPS is also the driving force behind DTA's service delivery. DTA places great emphasis on providing Quality Customer Service in all aspects of operations. In this regard, annual customer service training workshops are provided by this CAPS and ad hoc training programs are pursued. Technical innovations to improve customer service are also promoted from this CAPS. One performance indicator of this effort is seen in taxpayer satisfaction surveys. All walk-in customers conducting business in the Government Center are provided with a customer satisfaction survey. Taxpayers rate customer service using a 4.0 scale.

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Average Rating of DTA services by customers	3.8	3.8	3.8	3.8	3.8

Another indicator of the strong emphasis placed on customer service can be seen from e-commerce initiatives implemented by DTA in the last couple of years. The Agency Supervision CAPS has contributed leadership, vision, budget and technical assistance to these efforts, working in concert with other DTA staff, DIT and outside vendors. One example of such initiatives was the implementation of on-line payments using e-checks and credit cards. Expanding use of e-commerce is making DTA a 24x7 operation, empowering customers more direct access and control. Citizen feedback concerning these efforts has been outstanding. Other e-commerce initiatives in DTA will be highlighted in the specific programmatic CAPS.

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Constitution of Virginia, Article X, Sections 1 and 2. Taxation and Finance: Taxable property, uniformity, classification and segregation; Assessments.
- Code of Virginia, Title 58.1, Chapters 30 through 39. Local Taxes: Local Officers, Real Property Tax; Tangible Personal Property; Tax Exempt Property; License Taxes; Miscellaneous Taxes; Enforcement, Collection, Refunds, Remedies and Review of Local Taxes.
- Code of the County of Fairfax, Chapters 4 and 82. Taxation and Finance; Motor Vehicles and Traffic.

57-02-Real Estate Taxes

Fund/Agency: 001/57 Department of Tax Administration		<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p>A pie chart titled 'CAPS Percentage of Agency Total' showing the distribution of CAPS costs. The chart is divided into two segments: a blue segment representing 'Real Estate Taxes' at 43.4% and a yellow segment representing 'All Other Agency CAPS' at 56.6%. A legend at the bottom identifies the colors: blue for Real Estate Taxes and yellow for All Other Agency CAPS.</p>
Personnel Services	\$6,876,898	
Operating Expenses	\$1,616,002	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$8,492,900	
Federal Revenue	\$0	
State Revenue	\$891,680	
User Fee Revenue	\$1,000	
Other Revenue	\$0	
Total Revenue:	\$892,680	
Net CAPS Cost:	\$7,600,220	
Positions/SYE involved in the delivery of this CAPS	129/128.9	

► CAPS Summary

The Department of Tax Administration's Real Estate Taxes CAPS reflects the assessment and collection of all ad valorem real estate taxes in the County. The taxes are assessed by professional staff in accordance with the State Code, the Virginia constitution and based on standard mass appraisal practices. There are over 320,000 real estate parcels in the County, which means that great reliance must be made on statistical analysis for large groups of relatively comparable properties. Efforts are made to obtain data from site visits whenever possible, but data collection continues to remain a challenge. Even with the addition of three Appraiser positions approved for FY 2002, the number of parcels per appraiser continues to be above the International Association of Assessing Officers (IAAO) standard of 4,000 to 5,000 parcels per appraiser. Adding to the challenge has been the robust sales activity in a rising market the last couple of years and the complex mix of high dollar properties. Fairfax has been successful in building its commercial base thereby offsetting some of the residential tax burden. For FY 2002, the Commercial/Industrial percentage of the real estate tax base is 24.84 percent.

Department of Tax Administration

Staff appraisers use mainframe and PC-based tools to value properties in the County, and also make use of GIS and multiple listing realtor services. Appraisers also have on-line access to the deed recordation system, computerized by the Circuit Court Clerk's Office. A significant challenge over the next couple of years will be to adequately modernize the assessing computer system, as the mainframe programs to a large extent use 1970's language and design concepts.

Notwithstanding, DTA has made major customer service enhancements by focusing on the Internet. The most recent initiative has empowered citizens to easily see for themselves market data for their specific neighborhoods that in turn drive assessment changes. DTA implemented this on-line sales search capability beginning with the 2001 assessments, working with a private vendor and DIT. This customer service enhancement is proving to be extremely popular with County taxpayers and greatly facilitates the efficient handling of workload increases. This CAPS includes the Revitalization Tax Abatement Program and Tax Relief for Elderly and Disabled citizens.

This CAPS also crosses Cost Center boundaries by combining assessing functions with collection activity. Working with the County Attorney's Office, DTA consistently achieves strong collection rates. Tax liens run with the land and remain collectable for a period of 20 years. Of the resources shown above, approximately 81 percent are associated with assessing activities and about 19 percent are associated with collection activity.

► Method of Service Provision

Direct service delivery is provided by professional staff appraisers, customer service representatives and DTA tax collectors. Normal hours of operation are 8 a.m. to 4:30 p.m. Monday through Friday, with extended counter hours on Thursdays. The Internet enhancements provide real estate assessment information on specific properties 24x7. Assessment information can also be obtained via an Automated Voice Response System during and after regular business hours.

Department of Tax Administration

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Real Estate Parcels with Assessment Change/Total Real Estate Parcels	148,326/ 310,814	45,868/ 314,242	97,063/ 317,910	217,455/ 320,883	299,347/ 324,874
Total Assessment Change	2.73%	3.96%	6.33%	8.94%	13.64%
Local Assessment/Sales Ratio	90.4%	91.0%	89.7%	89.9%	89.9%
Coefficient of Assessment Dispersion (index of 5 - 10 equals excellent uniformity)	5.19%	5.40%	5.60%	5.70%	6.20%
No. of Appeals as a % of Parcels Changed	1.04%	2.10%	1.24%	1.02%	1.00%
Estimated Real Estate Calls Answered	140,985	146,282	127,587	125,431	128,000
Revitalization Taxes Abated (millions)	N/A	N/A	\$0.4	\$1.0	\$1.7
Real Estate Collection Rate	99.54%	99.51%	99.59%	99.51%	99.50%
Parcels per Appraiser	6,793	7,023	7,092	7,180	6,786

Department of Tax Administration

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Constitution of Virginia, Article X, Sections 1 and 2. Taxation and Finance: Taxable property, uniformity, classification and segregation; Assessments at fair market value.
- Code of Virginia, Title 15.2-766(d) and 773. Counties, Cities and Towns: Real Estate Assessments; Department of Assessments.
- Code of Virginia, Title 58.1, Chapters 32, 36 and 39. Local Taxes: Real Property Tax; Tax Relief and Tax Exempt Property; Enforcement, Collection, Refunds, Remedies and Review of Local Taxes.
- Code of Virginia, Title 63.1-25.2. Receive and Deposit all monies paid to the County (Collection).
- Code of Virginia, Title 15.2-766(a,e,f). Banking; Deposit of funds (Collection).
- Code of Virginia, Title 55-170.1 through 172. Escheatment (Collection)
- Public Law 95-109, Consumer Credit Protection Act. Standard procedures for collection.
- Code of the County of Fairfax, Chapter 4. Taxation and Finance.

► User Fee Information

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0439	Land Use Assessment Application Fee	\$1,000
Current Fee		Maximum Allowable Fee Amount
\$100/first 25 acres plus \$1 per acre thereafter; plus a \$50 revalidation fee every 6 th year thereafter.		Not specified by State Code.
Purpose of Fee: Partial cost recovery.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
Va. Code, §58.1-3234; Fx. Co. Code, §4-19-4(h)	Confer with County Attorney as to maximum allowable. Amend County Ordinance §4-19-4(h)	Unknown.

57-03-Vehicle Taxes

Fund/Agency: 001/57	Department of Tax Administration	
Personnel Services	\$5,228,551	<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p>A pie chart titled 'CAPS Percentage of Agency Total' showing two segments: a blue segment representing 'Vehicle Taxes' at 34.8% and a yellow segment representing 'All Other Agency CAPS' at 65.2%. A legend at the bottom identifies the colors: blue for Vehicle Taxes and yellow for All Other Agency CAPS.</p>
Operating Expenses	\$1,570,302	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$6,798,853	
Federal Revenue	\$0	
State Revenue	\$625,923	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$625,923	
Net CAPS Cost:	\$6,172,930	
Positions/SYE involved in the delivery of this CAPS	125/125.2	

► CAPS Summary

Vehicle taxes represents a major CAPS for the Department of Tax Administration (DTA) and includes the assessment, proration, tax collection and sale of vehicle decals. Of the resources shown above, approximately half are associated with assessing activities and half are associated with collection activity.

This ad valorem tax on the value of cars, trucks, trailers and motorcycles has been the subject of intense scrutiny following the Personal Property Tax Relief Act of 1998 (PPTRA). Commonly referred to as the "No Car Tax" legislation, PPTRA requires the State to reimburse localities a percentage subsidy of the Personal Property tax on personal use vehicles. In FY 2002, the State reimburses Fairfax County 70 percent of the tax based on the first \$20,000 of assessed value. Individuals pay the difference. The State share is scheduled to increase to 100 percent in FY 2003, assuming adequate statewide revenue growth. Decal fees are not subsidized by the State. Roughly 95 percent of the cars assessed by Fairfax County have a value at or below \$20,000.

Department of Tax Administration

Approximately 92 percent of the vehicles taxed by Fairfax County are 'personal use' vehicles, subject to State reimbursement under the PPTRA. Based on this percentage, the resources for this CAPS is allocated as follows:

Vehicles	Staff	Total Expenditures	Revenue	Net Cost
Personal Use (92%)	115	\$ 6,254,945	\$ 575,849	\$ 5,679,095
Business Use (8%)	10	\$ 543,908	\$ 50,074	\$ 493,834
Total	125	\$ 6,798,853	\$ 625,923	\$ 6,172,930

General Fund Tax revenue from vehicles can be broken down along the same lines:

Vehicles	Personal Property Revenue (million)	Decal Revenue (million)	Total ICAPS General Fund Revenue(million)
Personal Use	\$ 283.0	\$ 17.0	\$ 300.0
Business Use	\$ 26.0	\$ 1.4	\$ 27.4
Total	\$ 309.0	\$ 18.4	\$ 327.4

DTA has improved customer service and streamlined operations in the past few years. A major Fairfax County initiative (Filing By Exception (FBE)) has reduced the amount of work required of citizens to report vehicles for taxation and has been adopted by many localities in the State. Customer-friendly efficiency gains have also resulted from providing on-line proration calculations and address changes; acceptance of credit cards and e-checks over the Internet; creation of a secure communication tool for the Internet; use of Express stations at peak decal times; and, major cross-training and flexible expansion capabilities of customer service staff. Using the Internet, DTA also offers monthly payment plans in order to pay this tax (analogous to monthly taxes paid via mortgage companies). In FY 2002, DTA plans to implement on-line vehicle registrations and decal sales. Program TARGET has been highly successful for many years, identifying, verifying and assessing vehicles that appear to be evading taxation and is responsive to citizen complaints through the Target Hotline. Staff makes extensive use of in-house research tools, such as on-line access to the Department of Motor Vehicles (DMV), State Income tax records and Virginia Employment Commission (VEC) files. Tax Collectors also use a full array of collection tools, to include multiple billing and letter programs, bank liens, wage liens, vehicle boots and towing, and other property seizures when necessary. DTA also participates in a Northern Virginia regional compact of other jurisdictions to facilitate tax compliance.

Personal Property taxes, including business property, business vehicles and personal use vehicles, amounts to \$446 million in FY 2002 General Fund revenue. Of this amount, approximately 69 percent represent vehicles.

In FY 2002, 'personal use' vehicles (owned and leased) are estimated to generate approximately \$283 million in Personal Property taxes. Of the 'personal use' vehicles, it is estimated that taxpayers will pay about \$85 million and the state share will be roughly \$198 million (70 percent). Additionally, 'business vehicles', which are not subsidized by the state, are estimated to pay approximately \$26 million in FY 2002 Personal Property taxes. Another \$18.4 million is estimated to result from the sale of Vehicle Decals. All combined, the Vehicle Taxes CAPS is estimated to generate approximately \$327.4 million in FY 2002 General Fund Revenue.

Department of Tax Administration

► Method of Service Provision

In addition to the e-commerce initiatives, service is provided directly to County taxpayers by DTA staff, many of whom are cross-trained in assessing and collecting. Normal hours of operation are 8 a.m. to 4:30 p.m., Monday through Friday with extended hours on Thursdays. Saturday and extended evening hours are available during the peak workload around the October 5th payment deadline.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Estimated Vehicle Calls Answered (personal use & business use)/% Answered	383,033/ 97.1%	397,424/ 96.3%	346,633/ 95.8%	340,775/ 94.0%	350,000/ 96%
Vehicle Levy Generated by TARGET Discovery staff (millions)	\$3.8	\$2.8	\$4.9	\$5.1	\$5.0
Number of Vehicles	802,188	827,468	861,826	900,730	915,492
Delinquent Tax Liens/ Ave. Collection per Lien	12,466/ \$158	18,042/ \$138	11,229/ \$306	11,723/ \$228	12,235/ \$234
Personal Property Collection Rate	97.26%	97.26%	97.30%	97.05% *	97.30%

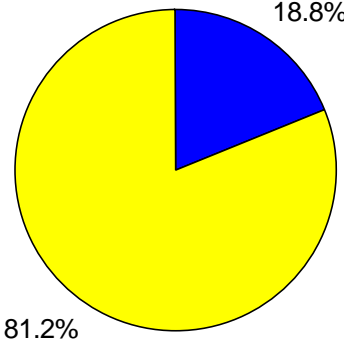
* Based on collections through June 30th and estimated collections for the accrual period.

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Constitution of Virginia, Article X, Sections 1 and 2. Taxation and Finance: Taxable property, uniformity, classification and segregation; Assessments.
- Code of Virginia, Title 58.1, Chapters 35 and 39. Local Taxes: Tangible Personal Property; Enforcement, Collection, Refunds, Remedies and Review of Local Taxes.
- Code of the County of Fairfax, Chapter 4. Taxation and Finance.

57-04-Business & Other Taxes

Fund/Agency: 001/57 Department of Tax Administration		<p style="text-align: center;">CAPS Percentage of Agency Total</p> 
Personnel Services	\$2,862,009	
Operating Expenses	\$807,077	
Recovered Costs	(\$1,456)	
Capital Equipment	\$0	
Total CAPS Cost:	\$3,667,630	
Federal Revenue	\$0	
State Revenue	\$583,946	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$583,946	
Net CAPS Cost:	\$3,083,684	
Positions/SYE involved in the delivery of this CAPS	64/64.4	

► CAPS Summary

Business & Other Taxes (non-real estate) is somewhat of a catch-all CAPS to include Business Personal Property taxes; Business, Professional & Occupational License (BPOL) taxes; Transient Occupancy taxes; miscellaneous taxes such as Bank Franchise and Short Term Daily Rental taxes; and includes Parking Tickets (individuals as well as business); and issuance of licenses for Mixed Drink Establishments. The major components of this CAPS and the associated FY 2002 revenue are Business Personal Property (\$137 million) and BPOL taxes (\$88 million), followed by Transient Occupancy taxes (\$8.0 million), Bank Franchise taxes (\$3.7 million) and Parking Tickets (\$1.7 million).

This CAPS combines assessing functions along with collection activity on these array of taxes, spanning Cost Center boundaries found in the Department of Tax Administration's (DTA) budget. Of the resources shown above, approximately 62 percent are associated with assessing activities and about 38 percent are associated with collection activities. Under this CAPS, assistance is also provided to citizens in the completion of their State Income Tax returns as required by State law.

Department of Tax Administration

Business Personal Property taxes include computer equipment and furniture and fixtures, but exclude vehicles (see Vehicle Taxes CAPS). Business accounts increased 28 percent during the 1990's. BPOL tax administration is now based on a Statewide Uniform Model Ordinance. Parking Ticket enforcement has been strengthened over the past year by a computer upgrade with better tracking capabilities. The collection of Parking Tickets is still labor intensive and is dependent on data integrity (accurate license plate capture and input by Police). However, in FY 2001, DTA increased Parking Ticket collections from \$1.3 million in FY 2000 to \$2.3 million in FY 2001 (program does not include Photo Red Light). DTA's goal is to provide for on-line payment of Parking Tickets by FY 2003. Overall, the Business & Other Taxes (non-real estate; non-vehicles) CAPS accounts for roughly \$240 million in FY 2002 General Fund revenue.

► Method of Service Provision

DTA staff in this CAPS provide direct service delivery to Fairfax County taxpayers (business and individuals). This line of business includes assessment discovery staff, such as auditors and field staff. It also includes tax collectors who use a wide array of tools to ensure a strong collection rate in the major tax areas. Finally, this CAPS also has customer service staff answering telephones, correspondence and e-mail.

At present, various tax forms can be downloaded by the Internet, but interactive filing remains a future goal. Certain DTA assessment decisions in the business arena are appealable to the State Tax Commissioner. In addition to the web, normal operating hours are 8 a.m. to 4:30 p.m. Monday through Friday, with extended counter hours on Thursday.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Business Phone Calls Answered/% Answered	55,201/ 95.3%	53,495/ 96.7%	46,079/ 94.4%	45,106/ 95.8%	46,000/ 96.0%
Other Calls (tickets etc.)/% Answered	34,528/ 97.1%	35,826/ 96.3%	31,247/ 95.8%	30,719/ 94.0%	31,000/ 96.0%
Levy Generated by Field/Audit Staff (million)	\$12.0	\$16.1	\$15.8	\$19.7	\$16.0
Current Collection Rate: BPOL	98.62 %	98.97 %	98.24 %	97.09 %	98 %

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Constitution of Virginia, Article X, Sections 1 and 2. Taxation and Finance: Taxable property, uniformity, classification and segregation; Assessments.
- Code of Virginia, Title 58.1, Chapters 35, 36, 37, 38, and 39. Local Taxes: Tangible Personal Property; Tax Exempt Property; Business License Taxes; Miscellaneous Taxes; Enforcement, Collection, Refunds, Remedies and Review of Local Taxes.
- Code of the County of Fairfax, Chapter 4. Taxation and Finance.

Unclassified Administrative Expenses - Non-DPWES

Unclassified Administrative Expenses - Non-DPWES Overview

► Agency Mission

To provide General Fund support through various accounts which cannot be allocated to specific agencies and for programs administered/operated on behalf of the General Fund.

Unclassified Administrative Expenses include local cash match reserves associated with the receipt of grant funding, funding for the leave accrual adjustment for the General Fund, funding to offset unanticipated increases in agency pay-for-performance requirements, the employer contribution for commercial/liability insurance coverage, funding for the contract with George Mason University/Dr. Fuller for the Economic Indicators contract and other miscellaneous reserves/contributions which cannot be allocated to specific agencies.

It should be noted that Unclassified Administrative Expenses, is split into two functional areas. The agency is not only used to separately track the various accounts listed above, it is also used to account for the General Fund contribution for various Public Works programs. For further information on the Unclassified Administrative Expense categories associated with the Public Works function (ICAPS 87-01 to 87-05), please refer to the Department of Public Works and Environmental Services (DPWES) section.

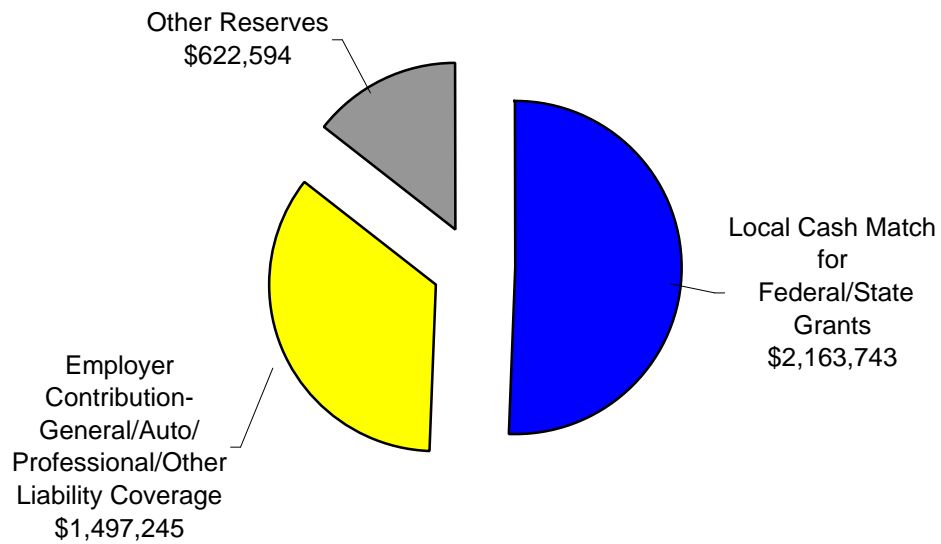
► Trends/Issues

Not applicable.

► Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
87-06	Local Cash Match for Federal/State Grants	\$2,163,743	0/0
87-07	Employer Contribution-General/Auto/Professional/Other Liability Coverage	\$1,497,245	0/0
87-08	Other Reserves	\$622,594	0/0
TOTAL Agency		\$4,283,582	0/0

Unclassified Administrative Expenses

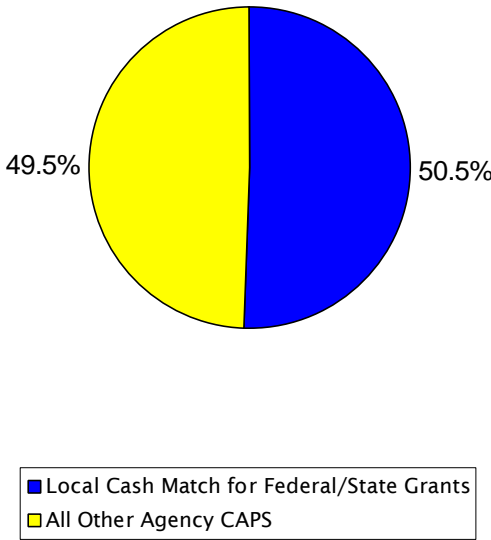


Total FY 2002 Adopted Budget Expenditures = \$4,283,582

Total FY 2002 Adopted Budget Net Cost = \$4,283,582

Unclassified Administrative Expenses

87-06-Local Cash Match for Federal/State Grants

Fund/Agency: 001/87	Unclassified Administrative Expenses	
Personnel Services	\$0	CAPS Percentage of Agency Total 
Operating Expenses	\$2,163,743	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$2,163,743	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$2,163,743	
Positions/SYE involved in the delivery of this CAPS	0/0	

► CAPS Summary

Funding for the required local cash match portion associated with the receipt of Federal and State grants is included in Agency 87, Unclassified Administrative Expenses. In conformance with accounting procedures as defined by the State Auditor of Public Accounts and to ensure an accurate audit trail, local cash match for Federal and State grants is reserved in the General Fund.

If Fairfax County accepts the grant funding, the County is required to provide the local cash match. Without the local cash match, Fairfax County would not receive the grant awards.

► Method of Service Provision

Federal/State grants are funded within Fund 102. The required local cash match component is billed to this agency by Fund 102 on a quarterly basis.

Unclassified Administrative Expenses

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Grant Expenditures	\$20,517,141	25,155,734	30,471,187	68,483,775	43,188,175
Local Cash Match	\$1,097,607	1,099,054	1,005,837	3,076,257	2,163,743
	5.35%	4.37%	3.30%	4.49%	5.01%

There are currently 26 programs that receive local cash match funding for grants. Listed below are those grant programs within Fund 102, Federal/State grants that receive local cash match funds:

Agency	Grant	Grant Local Cash Match	Agency Local Cash Match
Office of Partnerships			\$38,000
	Project Discovery	\$38,000	
Office for Women			\$35,000
	Women's Business Center	\$35,000	
Department of Transportation			\$279,298
	Marketing & Ridesharing Program	\$79,298	
	Congestion Mitigation Air Quality (CMAQ)	\$200,000	
Department of Community & Recreation Services			\$6,460
	Summer Lunch Program	\$6,460	
Department of Family Services			\$1,412,592
	Title V-Senior Community Service Employment (SCSEP)	\$9,031	
	Foster & Adoptive Parent Training	\$80,030	
	Transitional Housing Program - Award Three	\$447,955	
	RISE Supportive Housing	\$78,834	
	Transitional Housing Program - Award One	\$220,936	
	Foster Care and Adoption Staffing	\$204,257	
	Head Start Federal Program Grant	\$184,275	
	Early Head Start	\$126,741	
	VIEW Day Care	\$13,076	
	Promoting Safe & Stable Families	\$47,457	

Unclassified Administrative Expenses

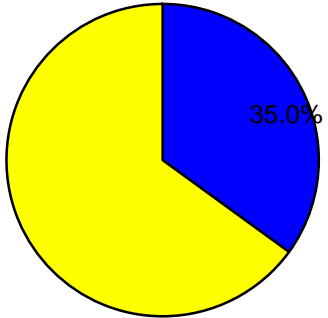
Agency	Grant	Grant Local Cash Match	Agency Local Cash Match
Juvenile and Domestic Relations Court			\$126,250
	Maximize Attendance	\$56,250	
	Stop Violence Against Women	\$25,000	
	Juvenile Accountability Incentive Block Grant (JAIBG)	\$15,000	
	Residential Aftercare Program	\$30,000	
Police Department			\$103,772
	Local Law Enforcement Block Grant	\$25,921	
	Someplace Safe	\$12,179	
	Bulletproof Vest Program	\$65,672	
Office of the Sheriff			\$4,038
	Bulletproof Vest Program	\$4,038	
Fire Department			\$83,333
	Rescue Squad Assistance	\$25,000	
	International Urban Search & Rescue	\$48,333	
	Virginia Fire Services Mini-Grant	\$10,000	

It should be noted that \$75,000 is held in reserve for unanticipated grant awards.

In addition to the local cash match funding reserved in Agency 87, local cash match funding for the Community Oriented Policing (COPS) Grants from the U.S. Department of Justice (DOJ) is appropriated directly to the Police Department. The COPS grants are multi-year awards by the Federal Government to localities aimed at increasing community policing. The FY 2002 appropriation includes the COPS Universal Hiring Program (UHP) award and the COPS in Schools award.

Unclassified Administrative Expenses

87-07-Employer Contribution-General/Auto/Professional/Other Liability Coverage

Fund/Agency: 001/87		Unclassified Administrative Expenses
Personnel Services	\$0	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">65.0%</p> <p style="text-align: center;">35.0%</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>■ Employer Contribution-General/Auto/Professional/Other Liability Coverage</p> <p>■ All Other Agency CAPS</p> </div>
Operating Expenses	\$1,497,245	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$1,497,245	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$1,497,245	
Positions/SYE involved in the delivery of this CAPS	0/0	

► CAPS Summary

Funding is included for the General Fund insurance premiums for general, auto, professional, and other liability coverage. Insurance coverage is provided on a self-insured basis. The General Fund portion of the County's insurance premium is paid to Fund 501, County Insurance.

The employer contribution from the General Fund covers the cost to procure and maintain commercial insurance coverage to protect valuable County assets, such as buildings, contents, computer hardware and software, books, vehicles, equipment and other highly valuable inventory. Coverage is also purchased to provide for employee and public officials bonding requirements and liability coverage.

Unclassified Administrative Expenses

► Method of Service Provision

Direct payment of insurance premiums to Fund 501, County Insurance Fund. Payments are billed and paid once a year.

The County Insurance Fund operates as an internal service fund with premiums paid by the General Fund and other funds.

► Performance/Workload Related Data

For workload and performance data please refer to the Inventory of County Activities, Programs and Services for Fund 501, County Insurance.

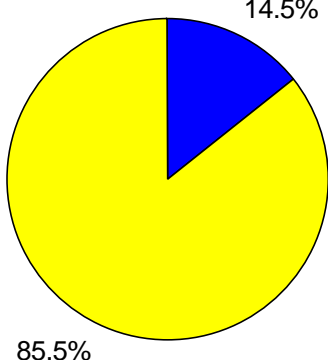
► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia 15.1-43. Requirement to maintain certain insurance lines.

Unclassified Administrative Expenses

87-08-Other Reserves

Fund/Agency: 001/87	Unclassified Administrative Expenses	
Personnel Services	\$570,094	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">85.5%</p> <p style="text-align: center;">14.5%</p> <p style="text-align: center;">■ Other Reserves ■ All Other Agency CAPS</p>
Operating Expenses	\$52,500	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$622,594	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$622,594	
Positions/SYE involved in the delivery of this CAPS	0/0	

► CAPS Summary

Funding for Other Reserves is primarily included for the General Fund leave accrual adjustment (\$320,094), the Pay-for-Performance reserve (\$250,000) and the Economic Indicators Contract (42,500).

Accrued Leave reserve: Funding is included to recognize the required accounting adjustment for the value of the first 45 days of leave anticipated to be taken in the next fiscal year. Depending on the number of employees and other factors, the amount needed to maintain the reserve fluctuates from year to year and can be either positive or negative. The amount only applies to leave eligible employees of the General Fund. According to Financial Accounting Standards Board (FASB) Statement No. 43 - Accounting for Compensated Absences, an employer must demonstrate the proper accrual of the liability for the estimated future payment of compensated absences associated with illness, holiday, vacation, or other similar employee absences. This accounting practice is required by FASB, Governmental Accounting Standards Board (GASB) and the Generally Accepted Accounting Principles (GAAP).

Unclassified Administrative Expenses

Pay-for-Performance Reserve: Funding is held in reserve to offset any unanticipated agency funding requirements associated with the Pay for Performance program. Funding for pay for performance awards was allocated to agencies based on a projected distribution pattern. Funding from this reserve will be reallocated to an agency if the actual distribution of Pay for Performance adjustments in an agency varies from the assumptions.

Fairfax County Economic Index: Funding is included for the contractual costs associated with the annual maintenance of the Fairfax County Economic Index and other economic reports.

► **Method of Service Provision**

Accrued Leave: An accounting adjustment is made twice a year to reflect a credit and debit to expenditures associated with the calculation of General Fund accrued leave liability.

Pay for Performance: Funding is reallocated from the reserve on an as needed or quarterly basis. Final decisions concerning reallocations are determined by the Chief Financial Officer in conjunction with the County Executive.

Fairfax County Economic Index: Reports are received from Dr. Fuller and the Center for Regional Analysis on a monthly and/or as needed basis. Payments are invoiced and paid on a quarterly basis.

► **Performance/Workload Related Data**

Not applicable.

102-01-Federal and State Grants

Fund: 102, Federal/State Grant Fund	
Total Expenditures	\$43,188,175
Revenue:	
General Fund Support	\$2,163,743
Bond Revenue	\$0
Other Revenue	\$41,024,432
Total Revenue	\$43,188,175

► Summary of Program

This fund provides reserves for unanticipated and anticipated grants awarded to Fairfax County from Federal, State, and other funding sources. The reserves enable Fairfax County to accept grant funding to enhance services provided to the citizens of Fairfax County.

The purpose of this fund is to:

- Gather information for the development of an accurate budget based on the grants received in the current year and grants anticipated for the upcoming year.
- Review and track budgets for categorical grants from Federal and State sources.
- Record and track budgets for grants from other sources, such as private firms and not-for-profit organizations.
- Review and evaluate the use of the unanticipated grant reserve for unanticipated grants awarded and received in the current year.
- Review and track the use of the anticipated grant reserve for anticipated grants awarded and received in the current year.

► Funding Availability and Future Considerations

In order to provide a comprehensive summary of grant awards to be received by the County in FY 2002, awards already received and awards anticipated to be received by the County for FY 2002 are included in the Federal/State Grant Fund budget. The total FY 2002 appropriation within Fund 102 is \$43,188,175 and includes both grant awards already received and grants that are anticipated. The total for grant awards already received and appropriated directly to the agency receiving the grant is \$10,442,419 in FY 2002. Funds for grants held in reserve until the grant award is received and approved by the Board of Supervisors total \$32,745,756 in FY 2002.

Federal/State Grant Fund

There is some funding associated with grants that is appropriated directly to agencies, based on grantor specifications as well as the need to access funds immediately in crisis situations. The Community Oriented Policing (COPS) Grants from the U.S. Department of Justice (DOJ) are appropriated directly to the Police Department, within Fund 102, in the amount of \$10,432,419. The COPS grants are multi-year awards by the Federal Government to localities aimed at increased community policing. The FY 2002 appropriation includes the third full year of a COPS Universal Hiring Program (UHP) award received in FY 1999 in the amount of \$2,047,119, the second year of an UHP award received in FY 2000 in the amount of \$2,103,434, the first year of an UHP award received in FY 2001 in the amount of \$5,154,264, and the first year of a COPS in Schools award received in FY 2001 in the amount of \$1,127,602. In addition, funding of \$10,000 is appropriated directly to the Fire and Rescue Department for the Federal Emergency Management Agency (FEMA)/Office of Foreign Disaster Assistance (OFDA) Activation Grant within Fund 102.

► Funding Methodology

Prior appropriation of the anticipated grants enable the Board to consider grants in an expeditious manner when actual awards are received. As specific grants are awarded and approved, the Board of Supervisors approves a supplemental appropriation of the required funds to the specific agency or agencies administering a grant. This increase in a specific agency grant appropriation is offset by a concurrent decrease in the grant reserve. The list of anticipated grants to be received in FY 2002 is published in the FY 2002 Adopted Budget Plan and was developed based on prior awards and the most recent information available concerning future awards. A detailed list of grant programs by agency, including a description of the grant programs funded, the number of positions supported, the citizens served, and the funding sources (Federal/State grant funds, fees for services, reimbursements from other jurisdictions, and General Fund support) is included in the budget too. In addition, an amount of \$1,075,000 is included as part of the reserve to allow for grant awards that cannot be anticipated.

On November 20, 2000, the Board of Supervisors established new County policy for grant applications and awards of less than \$5,000 that meet certain requirements. If a grant is less than \$5,000, does not require a Local Cash Match, does not create new positions, and if the grantor does not require Board of Supervisors' approval, the agency can work directly with the Department of Management and Budget to receive the award and reallocate funding from the anticipated/unanticipated reserve directly to the agency. For any grant that does not meet all of the specified criteria, the agency must obtain Board of Supervisors' approval in order to apply for or accept the grant award.

Over eighty percent of the grants in Fund 102 are renewable grants and have received additional funding from the grantor beyond the initial funding period. The remaining grant programs and activities are non-renewable and cease to operate when the grant period and grant funding ends. It is the policy of Board of Supervisors to determine, on a grant by grant basis, if General Fund dollars should be used to continue a grant program when it ends.

► Status of Program

This fund is an ongoing program that supports grants of various program years.

Department of Vehicle Services

► Agency Mission

To establish efficient and effective delivery of fleet services by providing customer agencies with safe, reliable, economical, and environmentally-sound transportation and related support services which are responsive to the needs of customer departments, and which conserve the value of the vehicle and equipment investment.

► Trends/Issues

In FY 1996 the Department of Vehicle Services (previously the Equipment Management Transportation Agency – EMTA) was an agency under the Department of General Services (DGS). When DGS was abolished in FY 1999, the Department of Vehicle Services (DVS) was created.

The Department of Vehicle Services (Fund 503) provides management and maintenance services to the County's vehicle fleet and maintenance support to the Fairfax County Public Schools (FCPS). It is anticipated that in FY 2002 the fleet will grow to 5,375 vehicles, up from 4,443 vehicles in FY 1996. The FY 2002 Adopted Budget Plan includes funding for 4/4.0 additional SYE's (3/3.0 Auto Mechanics II and 1/1.0 SYE Auto Parts Specialist I) enabling the agency to keep the vehicles-out-of-commission rate at a minimum level and maintain a vehicle availability rate of at least 95 percent. These positions will provide critical support for the Jermantown, Newington, and West Ox maintenance facilities and help maintain the high level of service expected of the agency.

In FY 2000 DVS established an ongoing Student Intern Program, in conjunction with the Fairfax County High Schools offering vocational programs in vehicle and auto body repair. This program provides valuable training to students while allowing DVS to evaluate the students for possible hire at the time of their graduation. Eight interns participated in the program during the spring of 2000, and one was hired when a position became available. The program grew to 11 interns during the spring of 2001. This program won a 2001 National Achievement Award from the National Association of Counties (NACo).

DVS is continuing to research methods to increase maintenance capacity, primarily through the use of increased commercial vendor services, as DVS facilities are rapidly reaching their maintenance capacities. Acquisition of new property on which to build a new facility is not likely, and major expansion of the existing facilities is not feasible. DVS has initiated two construction projects with the Fire and Rescue Department (F&RD) to collocate the F&RD apparatus maintenance operation with the DVS chassis maintenance operation. These projects include adding F&RD reserve equipment storage facilities at the Newington Maintenance Facility and the West Ox complex to provide one-stop service to F&RD vehicles and apparatus which will reduce downtime for fire equipment.

Over the past five years, DVS has dramatically increased the use of technology to enable the agency to "do more with less." All four DVS facilities and parts rooms are now connected to the agency server, allowing the sharing and transfer of data in a quick and secure manner. For example, DVS has been working with the Department of Information Technology to create a server-based data warehouse that will combine data from the various mainframe applications with other data, facilitating the development of additional reports and distribution of information. Also, through the use of a Microsoft database program that was built in-house, DVS has been able to take full advantage of the benefits offered by the use of procurement cards. Currently, almost all of the non-stock purchases made by DVS are put on the

Department of Vehicle Services

procurement card. The database program, which is linked to all four DVS parts rooms, allows staff to enter procurement card transactions into the database as the purchases are made. Then, using software provided by the bank, DVS downloads the transactions that have been charged on the credit card. Finally, after an extensive audit and review, there is an automated reconciliation for most transactions.

DVS has also used technology to allow the tracking of the Vehicles-out-of-Commission (VOC) rate by agency. Previously, the VOC rate was only calculated by facility (with buses being the only vehicle type that was tracked separately). Now, the VOC rate is calculated by specific agency, allowing DVS Management, and Facility Superintendents to ensure that the best possible service is being provided to each agency.

The FY 2002 Adopted Information Technology Budget includes funding to replace the current Vehicle Maintenance System with a robust and dynamic Fleet Management System with features that will enable DVS to improve management of staff, the vehicle and equipment fleet, and the parts inventory.

Over the past few years, DVS was able to obtain increased training funds for mechanics, parts personnel, and supervisors to provide required quality training which enhances their ability to provide parts, and service and repair vehicles and equipment.

DVS administers several vehicle/equipment replacement funds, many of which have been added to Fund 503 since 1997. The purpose of the vehicle replacement reserve is to set aside funding over a vehicle's life in order to pay for the replacement of that vehicle at such time as the vehicle meets replacement criteria. Currently, approximately 1,800 vehicles participate in the Vehicle Replacement Reserve, up from approximately 1,450 in FY 1996. Vehicle/Equipment Replacement funds added in the past five years include:

- Helicopter Replacement Fund (Fairfax County Police Department - FCPD)
- Ambulance Replacement Fund (Fire and Rescue Department - F&RD)
- Large Apparatus Replacement Fund (F&RD)
- School Bus Replacement Fund (Fairfax County Public Schools - FCPS)
- FASTRAN Replacement Fund (Department of Community and Recreation Services - DCRS)
- Boat Replacement Fund (FCPD)

These funds ensure the systematic replacement of vehicles/equipment which have completed their cost-effective life cycles.

DVS oversees the County's fuel program, including maintenance of the County's 45 fuel sites. DVS has undertaken an aggressive program of replacing old or potentially leaky fuel tanks to ensure compliance with State and Federal regulations. This program also includes recommendations to close fuel sites with low utilization, where possible. Although three sites have been closed since 1997, the throughput has grown from 6.5 million gallons to over 7.5 million gallons.

Department of Vehicle Services

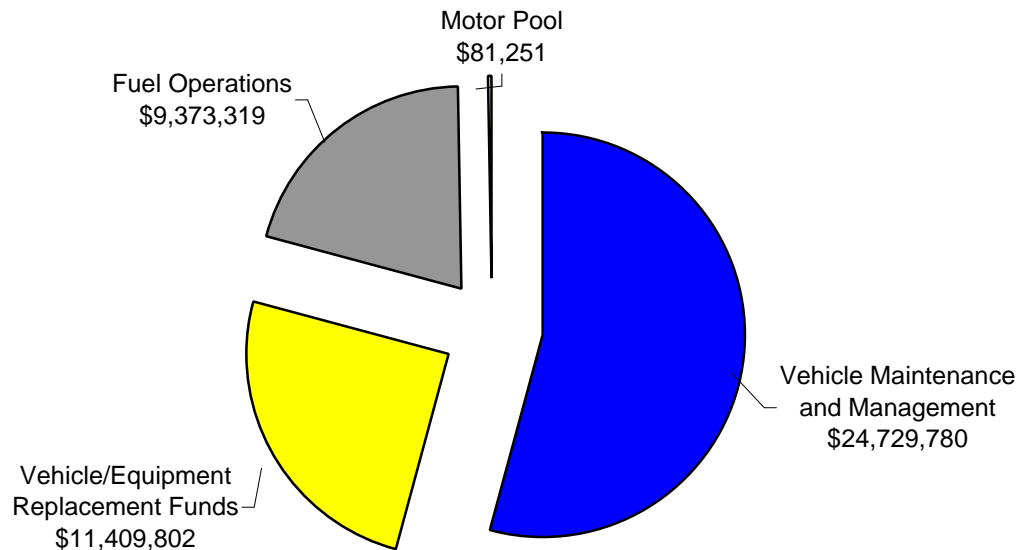
DVS intends to begin purchasing and distributing Ultra Low Sulfur Diesel (ULSD) fuel in FY 2002. ULSD has significantly fewer emission pollutants than regular diesel fuel and requires no specialized infrastructure accommodations (such as storage or dispensers). It also meets 2006 Federal Emission Clean Air Standards. The major concerns will be cost, that is projected to be an additional 10 to 12 cents per gallon, and availability.

DVS manages the County's Motor Pool, which provides customer agencies with use of a vehicle for a short-term need. In FY 1996, the Motor Pool was comprised of 26 vehicles. Currently, 35 vehicles are in the Motor Pool.

► Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
503-01	Vehicle Maintenance and Management	(\$361,398)	253/253
503-02	Vehicle/Equipment Replacement Funds	(\$42,867)	0/0
503-03	Fuel Operations	(\$14,122)	1/1
503-04	Motor Pool	(\$39,860)	2/2
TOTAL Agency		(\$458,247)	256/256

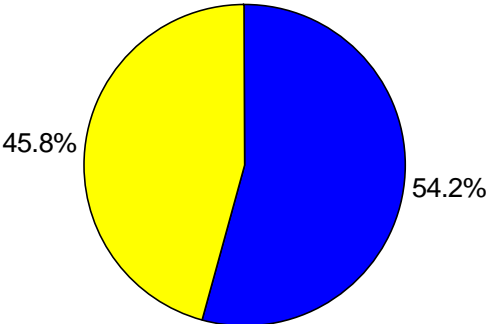
Department of Vehicle Services



Total FY 2002 Adopted Budget Expenditures = \$45,594,152

Total FY 2002 Adopted Budget Net Cost = (\$458,247)

503-01-Vehicle Maintenance and Management

Fund/Agency: 503/10		Department of Vehicle Services
Personnel Services	\$13,713,596	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">45.8% 54.2%</p> <div style="border: 1px solid black; padding: 5px; margin: 10px auto; width: fit-content;"> ■ Vehicle Maintenance and Management ■ All Other Agency CAPS </div>
Operating Expenses	\$10,718,634	
Recovered Costs	\$0	
Capital Equipment	\$297,550	
Total CAPS Cost:	\$24,729,780	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$25,091,178	
Total Revenue:	\$25,091,178	
Net CAPS Cost:	(\$361,398)	
Positions/SYE involved in the delivery of this CAPS	253/253	

► CAPS Summary

The Department of Vehicle Services provides centralized maintenance and repair services and performs required special tasks on vehicles and equipment owned by County agencies and Fairfax County Public Schools (FCPS) through the use of County staff and contractors. DVS ensures that these vehicles and equipment are maintained in safe operational condition and are in accordance with all Federal, State, and County policies, procedures and regulations, and ensure that vehicles are maintained as efficiently and cost-effectively as possible with consideration to the customer's requirements.

The Quality Control Branch monitors vehicle maintenance and repair services. The Quality Control Branch is tasked with supporting DVS' overall goal of providing customers with vehicles and equipment that are available to users when they are needed; reliable when they are in use; safe to operate; maintained in an environmentally responsible manner; and are up to customers' expectations.

Department of Vehicle Services

This CAPS also includes department management, which provides management oversight, direction, and fiscal control for the entire agency to ensure effective and efficient application of resources in providing services to meet the agency's mission. It also provides support for County agencies' equipment requirements to include, technical review and/or evaluation of vehicle and equipment specifications, providing information and evaluation on vehicle maintenance requirements, and providing maintenance and operating costs when requested.

Customers are from the General Fund, non-General Funds and Fairfax County Public Schools. The following represents the customer characteristics of the fleet as of the end of FY 2001:

Category	Number of Vehicles	Percentage of Fleet
General Fund	939	17.8%
Non-General Fund	861	16.3%
Public Safety	1,434	27.1%
Schools	2,054	38.8%

The Vehicle Maintenance and Management Services are provided at the following locations:

DVS Central
12000 Government Center Parkway
Suite 417
Fairfax, VA 22035

Alban Maintenance Facility
7245 Fullerton Road
Springfield, VA 22150

Newington Maintenance Facility
6900 Newington Road
Lorton, VA 22079

Jermantown Maintenance Facility
3609 Jermantown Road
Fairfax, VA 22030

West Ox Maintenance Facility
4620 West Ox Road
Fairfax, VA 22030

In addition, some maintenance is performed at police stations and fire stations and other customer work sites, as well as various contractor locations.

Various fees are charged and centrally billed for these services. The fees are:

1. A per hour charge for all work performed directly on a vehicle (or for an agency) by a mechanic or apprentice.
2. Parts cost plus markup (a percent over parts cost, calculated to recover the staff costs associated with ordering, receiving, storing/inventorying, and issuing parts; and to recover the non-accountable shop supplies needed for repairs).
3. Commercial cost plus markup (a percent - capped at \$100 maximum per repair) over commercial charge to recover the staff costs associated with ordering, receiving, quality assurance and contract administration).
4. A charge per vehicle equivalent to recover the costs of DVS administrative functions.

Department of Vehicle Services

► Method of Service Provision

County employees and private vendors provide vehicle maintenance services to customer agencies. County employees provide management services, and quality control to customer agencies. The customer agencies deliver their vehicles to the facility, are visited at their work sites, or call for road service. Services are provided on either a scheduled or non-scheduled (emergency repair) basis. The DVS mechanics perform the necessary maintenance and or repair (e.g., preventive maintenance, vehicle inspections, major work as required, accident damage) and/or DVS management coordinates repairs with a private maintenance/repair vendor or another DVS facility. In some instances the DVS mechanics respond to road calls and/or provide wrecker services for disabled vehicles. The services performed are accounted for in the Vehicle Maintenance Information System (VMS). The agency owning the vehicle is billed for the parts and services provided on a monthly basis.

The Hours of Operation are as follows:

Alban Facility	5:30am to 7:30pm	Monday through Friday
West Ox Facility	5:30am to 10:30pm	Monday through Friday
Jermantown Facility	5:30am to 10:30pm	Monday through Friday
Newington Facility	5:30am to 10:30pm	Monday through Friday and
	5:30am to 2:00pm	Saturday (necessary to maintain Solid Waste trash “packer” trucks and provide Saturday service as needed for other agencies)
Quality Control	8:00am to 4:30pm	Monday through Friday, however, hours will vary to conduct site reviews of work accomplished on both production shifts (5:30am to 10:30pm).
Administration	7:00am to 4:30pm	Monday through Friday

Additionally, during emergency operations, facilities operate 24-hours per day.

Department of Vehicle Services

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Number of Positions	249	249	249	249	253
Number of Vehicles in the Fleet	4,824	4,934	5,184	5,275	5,375
Vehicle Equivalents maintained per mechanic	109.0	109.2	114.5	117.1	117.7
Average Age of the Fleet	6.7	6.9	6.4	6.1*	6.1
Vehicle Availability Rate	98.0%	98.0%	97.6%	97.5%	97.6%
% of Days the VOC target was reached	100%	100%	100%	100%	100%
% of parts issued from inventory	85.0%	88.3%	87.6%	87.6%	87.6%
% of Accounts Payable Transactions on Procurement Card	< 1%	2%	23%	45%*	50%

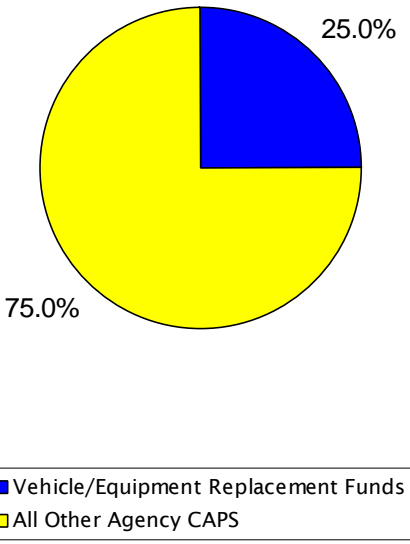
* The figure shown is the FY 2001 Actual, as no FY 2001 Estimate was available.

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 1 - 25%. The specific Federal or State code and a brief description of the code follows:

- Federal: Section 15 1391.1 Traffic and Vehicle Safety - requires that vehicles or motor vehicle equipment must be maintained in such a manner as to ensure a condition that protects the public against unreasonable risk of accidents.
- Code of Virginia: Chapter 10, Motor Vehicle and Equipment Safety, Sections 46.1-326.2 (Regulation for the Control of Motor Vehicle Emissions); and 46.1-321 Regulations for State Inspections. All vehicles must have Virginia State Inspections annually by qualified DVS inspectors who are certified by the Virginia State Police. The State Code also requires that small vehicles with gasoline engines must have Emissions Inspections biennially by qualified inspectors who are certified by the Virginia Department of Environmental Quality. Specific State of Virginia inspections and guidelines for school bus inspections are required by the Board of Education (Section 2.12 'Regulations governing pupil transportation including minimum standards for school buses in Virginia').

503-02-Vehicle/Equipment Replacement Funds

Fund/Agency: 503/10	Department of Vehicle Services	
Personnel Services	\$0	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">25.0%</p> <p style="text-align: center;">75.0%</p> <p style="text-align: center;"> ■ Vehicle/Equipment Replacement Funds ■ All Other Agency CAPS </p>
Operating Expenses	\$0	
Recovered Costs	\$0	
Capital Equipment	\$11,409,802	
Total CAPS Cost:	\$11,409,802	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$11,452,669	
Total Revenue:	\$11,452,669	
Net CAPS Cost:	(\$42,867)	
Positions/SYE involved in the delivery of this CAPS	0/0	

► CAPS Summary

The Department of Vehicle Services manages several replacement funds whose purpose is to set aside funding over the life of a vehicle (or equipment) in order to pay for the replacement of the vehicle at such time as the vehicle meets replacement criteria. Therefore, the Vehicle Replacement Reserve ensures the systematic replacement of vehicles which have completed their cost-effective life cycles.

Department of Vehicle Services

The current replacement criteria include the age, mileage, and condition of the vehicle. This fund is intended primarily for General Fund agencies, and as of July 1, 2001, approximately 1,800 vehicles (and 30 agencies) participate in the fund. Vehicle Replacement Reserve Fund revenues are generated through monthly billings to the agency that owns the vehicle. Vehicles that were put into service prior to FY 1998 pay into the fund based on a mileage replacement rate which is based on the projected future cost of replacing the vehicle, divided by the projected miles to be driven. The fiscal impact to agencies owning vehicles that pay into the fund on this method is based on the annual mileage of the agency's vehicles. Vehicles that were put into service since FY 1998 pay into the fund based on a flat monthly charge which is based on the projected future cost of replacing the vehicle, divided by the projected life miles of the vehicle.

The Vehicle Replacement Reserve Fund supports the following major customers:

Agency	Percentage of Revenues in Reserve
Police Department	62.2%
Fire & Rescue Department	7.7%
Office of Site Development Services	4.5%
Office of the Sheriff	3.8%
Maintenance and Stormwater Management	3.1%
Facilities Management Division	2.8%
Housing and Community Development	2.6%
Family Services	2.4%
Mental Health Services	1.3%
Park Authority	1.3%
Mental Retardation Services	1.1%

The Helicopter Replacement Fund was started in FY 1996, and a Boat Replacement Fund was started in FY 2002, both of which support the Police Department. The Police Department makes regular flat payments into the funds to ensure that funding is available for regular replacement programs. The first helicopter to be purchased out of the helicopter replacement fund was purchased in FY 2001. The Ambulance Replacement Fund and the Large Apparatus Replacement fund were started in FY 1997 and FY 1998, respectively. Similar to the Helicopter Replacement Fund, the Fire and Rescue Department makes regular payments into these funds to ensure that funding is available when a piece of Fire Apparatus or Ambulance requires replacing. For all four of these funds, the Police Department or the Fire and Rescue Department are responsible for determining what annual payments are required, and for requesting the required funding as part of their annual budgets. Those payments are shown as a revenue in the Fund 503 Fund Statement. Those agencies also coordinate with DVS to ensure that the DVS budget submission includes requests for appropriation as necessary, to purchase the replacement vehicles.

Department of Vehicle Services

In FY 1998 the Board of Supervisors authorized a General Fund transfer for the purpose of starting a School Bus Replacement Fund. As of July 2001, 98 buses have been ordered and expended from this fund and no funding is included in the FY 2002 Adopted Budget Plan. In addition, as part of the FY 1999 Carryover Review, a FASTRAN Bus Replacement Fund was established to allow the Department of Community and Recreation Services to set aside funding for the replacement of FASTRAN buses. As of July 2001, 26 buses have been ordered from of this fund.

► Method of Service Provision

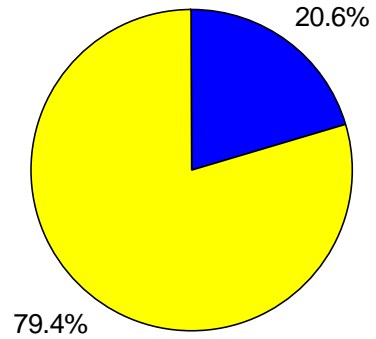
Oversight of the various replacement programs is provided by DVS administrative employees. The DVS administrative offices are open Monday through Friday from 7:00am to 4:30pm. Timing of vehicle replacement is determined by the age, mileage, and operating cost per mile. For the Vehicle Replacement Reserve, and the Ambulance Replacement Reserve, customers are notified when a vehicle meets the replacement criteria. The agency then works with DVS to verify that the condition of the vehicle warrants its replacement. For the Helicopter Replacement Fund, Boat Replacement Fund and Large Apparatus Fund, the agency works with DVS to determine which year DVS should request an appropriation.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Number of Agencies participating in the Vehicle Replacement Reserve	34	32	31	30*	30
Number of Vehicles participating in the Vehicle Replacement Reserve	1,573	1,654	1,780	1849*	1,900
Number of vehicles ordered from the Vehicle Replacement Reserve	190	358	242	261*	277
Number of Ambulances Ordered	0	6	3	3*	7
Number of Large FRD Apparatus Ordered	0	1	0	5*	9
Number of School Buses Ordered	0	61	37	0*	0
Number of FASTRAN buses Ordered	0	0	5	21*	15

* The figure shown is the FY 2001 Actual, as no FY 2001 Estimate was available.

503-03-Fuel Operations

Fund/Agency: 503/10		Department of Vehicle Services
Personnel Services	\$46,101	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;"> ■ Fuel Operations ■ All Other Agency CAPS </p>
Operating Expenses	\$8,832,218	
Recovered Costs	\$0	
Capital Equipment	\$495,000	
Total CAPS Cost:	\$9,373,319	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$9,387,441	
Total Revenue:	\$9,387,441	
Net CAPS Cost:	(\$14,122)	
Positions/SYE involved in the delivery of this CAPS	1/1	

► CAPS Summary

The Fuel Program provides vehicle fuel (gasoline, diesel, or compressed natural gas (CNG)) from 45 County-owned fuel sites. The 45 fuel sites are located throughout the County at selected Fire Stations, Governmental Centers and Public Works sites; and the Connector Bus Yard and DVS Maintenance Facilities. Of these 45 sites, 43 are accessible to County staff, the remaining two are located at the Police Driver Training Track, and the Connector Bus Maintenance Facility. Commercial fuel credit cards are also provided to customers for specific needs. The management of these fuel sites includes: ensuring adequate supply, arranging fuel deliveries, paying for fuel deliveries, handling fuel site repairs, managing the automated fuel system, ensuring compliance with Federal and State regulations regarding testing for leaks and any necessary notification/remediation of site contamination, replacing tanks and equipment, accounting for fuel issues to vehicles in the Automated Vehicle Maintenance Information System and billing Customer agencies for fuel.

Department of Vehicle Services

DVS dispenses unleaded, diesel fuel, and CNG through the County-owned sites to all County agencies, including FASTER, Connector buses, and the Fairfax County Public Schools. The following table represents the percentage of revenue generated through the Fuel Program by category of customers.

Category	Percentage of Revenue
General Fund	8.3%
Non-General Fund	27.0%
Public Safety	22.8%
Schools	41.9%

Fuel customers are charged for the actual price of the fuel used, plus a per gallon markup to recover the overhead cost related to the Fuel Operations.

► Method of Service Provision

Contract and County employees provide delivery of fuel and oversee fuel site operations. Customer agency employees drive to one of the County-owned fuel sites for fuel. The issuance of the fuel is accounted for either through the Automated Fuel Management System (FUELFORCE) which accounts for 86% of issues, or manual ledgers. Fuel issue information (date, gallons, and vehicle number) is input into the Vehicle Maintenance System (VMS). The agency owning the fuel site is billed on a monthly basis for the deliveries to that site, less fuel issues recorded from that site. Agencies owning vehicles are billed for fuel issues on a monthly basis through VMS. The price charged is the average product cost per unit (gallon) plus an administrative mark-up, times the number of gallons issued. Fairfax County purchases fuel using a Council of Governments (COG) contract. Even after adding the administrative mark-up, the prices charged to DVS customers are lower than prices that would be charged by commercial vendors.

Fuel site availability varies from site to site. Generally, automated sites (i.e., those with FUELFORCE), of which there are 25, are open 24 hours/day, 7 days/week. Sites requiring manual recordation are not available to general County Customers outside of the owning-agencies' business hours for that site. Agencies that are responsible for non-FUELFORCE fuel sites, control hours of access.

Fuel is delivered by commercial vendors and DVS staff between 5:30am and 4:00pm.

Department of Vehicle Services

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Total Number of gallons purchased (in thousands)					
Unleaded	2,084	2,042	2,080	2,163	2,412
Diesel	4,480	4,544	5,003	5,062	5,267
Total Fuel Sites	47	47	45	45*	45
Total Fuel Capacity (in thousands of gallons)	654	654	634	634*	634
Tanks Replaced	6	6	6	1*	8
Cost Savings between DVS Sales Price and Commercial Vendors Price per gallon of motor fuel (annual weighted average):					
Unleaded	\$0.036	\$0.097	\$0.042	\$0.086*	\$0.086
Diesel	\$0.266	\$0.281	\$0.221	\$0.214*	\$0.214

* The figure shown is the FY 2001 Actual, as no FY 2001 Estimate was available.

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 1 - 25%. The specific Federal or State code and a brief description of the code follows:

- Providing fuel sites is not a mandated activity; however, each fuel site managed is regulated. Fuel sites are governed by: the Clean Water Act, Environmental Protection Agency Regulations, State Dept. of Environmental Quality. These governmental agencies issue regulations pertaining to maintenance and management of fuel, fuel tank leak detection, installation specifications, site closures, and clean-up of releases (leaks) from underground fuel tanks.

Department of Vehicle Services

503-04-Motor Pool

Fund/Agency: 503/10		Department of Vehicle Services
Personnel Services	\$75,633	<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p style="text-align: center;">0.2%</p> <p style="text-align: center;">99.8%</p> <p style="text-align: center;">■ Motor Pool ■ All Other Agency CAPS</p>
Operating Expenses	\$5,618	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$81,251	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$121,111	
Total Revenue:	\$121,111	
Net CAPS Cost:	(\$39,860)	
Positions/SYE involved in the delivery of this CAPS	2/2	

► CAPS Summary

The Motor Pool provides customer agencies with use of a vehicle for a short-term need. The motor pool vehicles are available for hourly/daily rental. These vehicles are available to agencies who may have programs which require predictable but limited use of a vehicle. In addition, motor pool vehicles are utilized by County employees for unpredictable use, including attending meetings, training, and other events required to conduct ongoing County business.

The Motor Pool is utilized by General Fund, General Fund-Supported, and Non-General Fund agencies, whose needs do not justify an agency-owned vehicle.

Department of Vehicle Services

The following table provides the percentage of revenue recovered by the Motor Pool Program.

Category	Percentage of Revenue
General Fund	42.3%
Non-General Fund	41.9%
Public Safety	0.1%
Schools	15.7%

The Motor Pool consists of 35 vehicles, with three rental locations. The primary Motor Pool is located in the Government Center, with 32 vehicles. In addition, there are two satellite locations; one at the DVS Newington Facility, with one vehicle, and one at the Pennino Building, with two vehicles.

Customers pay for use of the Motor Pool with two charges: an hourly fee, with an 8 hour/day maximum, and a mileage charge.

► Method of Service Provision

County employees oversee the operation of the Motor Pool. These vehicles are rented on a first come/first served reservation basis to County personnel. Requests are generally made by telephone, e-mail, or via the County Infoweb. Customers come to the motor pool location to get vehicle keys and instructions. Customers fill out a Trip Ticket which provides information needed to bill the customer agency. Vehicles are maintained by DVS in "ready condition" (fueled and serviced).

The Central Motor Pool desk, located in the Government Center is open from 7:00 a.m. to 4:30 p.m., Monday through Friday, however, with prior arrangements, customers can pick up vehicles 24 hours a day. Vehicles at the Newington Motor Pool, located at the DVS Newington Facility, are available 5:30am to 10:30pm, Monday through Friday. Vehicles at the Pennino Building Motor Pool are available from 8:00am to 4:30pm, Monday through Friday.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
# of Vehicles in the Motor Pool	28	28	31	32*	35
# of Hours Charged	30,921	26,851	34,732	33,118*	33,925
# of Miles Driven	272,852	271,196	294,720	287,676*	291,198
Avg # of Daily Turn-Downs	NA	2.5	2.0	1.5*	1.5
Daily % of Utilization of Vehicles	NA	84%	90%	79%*	80%

* The figure shown is the FY 2001 Actual, as no FY 2001 Estimate was available.



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Department of Information Technology

► Agency Mission

The mission of the Department of Information Technology (DIT) is to provide citizens, the business community, and County workers with timely, convenient access to appropriate County information and services through the use of technology. DIT supports, manages, and coordinates all aspects of information technology to provide quality services to County customers and assists in the improvement of service delivery to County citizens through the deployment and use of technology in agencies. Services are provided through proven, best practices management techniques and application of County policies and procedures. The work of DIT is performed by County staff, in both direct execution and project management roles. Staff is augmented by contractors to accomplish projects or for peak support activities. Funding for DIT activities is included in the General Fund, and in Fund 505, Technology Infrastructure Services, which includes data center operations, the enterprise data communications network, radio center services, and 9-1-1 communications. DIT also manages Fund 104, Information Technology, which supports major projects including those with countywide strategic importance, such as infrastructure and application system modernization.

► Trends/Issues

Key Accomplishments

Since 1997, DIT has made tremendous strides in updating the County's overall IT assets, including development of an enterprise technology architecture; developing an award winning Website and Geographic Information System (GIS); developing standards; implementing an enterprise-wide office productivity system of e-mail, calendar, workflow, and office suite products; modernizing the County's network communications infrastructure providing improved connectivity and through-put to County agencies at the various sites; delivering an integrated land development and records imaging systems; implementing customer relationship management technology in key areas such as legislation, constituent, and consumer complaints; making all systems Y2K compliant; migrating to more efficient and cost effective data center equipment; and tripling the number of County users connected to technology. The agency has also distinguished the County as a leader in e-government practices. Some highlights of the past year include:

- Implemented major enhancements in the e-government initiatives using public access technologies, the Internet, Kiosk, and Interactive Voice Response (IVR). This included: a major re-design of the County's website to facilitate easier navigation; software changes to accommodate the provisions of the Personal Property Tax Relief Act (PPTRA); an Internet customer service application whereby taxpayers can report address changes or the move-out or sale of a vehicle; the addition of 4 automated information Kiosks; and the implementation of a Web-based system which enabled citizens to pay tax bills electronically and submit inquiries for permits, plan reviews, and inspections scheduling.
- Replaced the Virginia Uniform Welfare Reporting System with Harmony, a new client benefits and payments system.
- Implemented modifications to the County's PRISM payroll system to accommodate Pay for Performance.

Department of Information Technology

- Developed an IT architecture model for Fairfax County, including updating enterprise-wide IT standards, enhancing IT project request guidelines, and establishing a comprehensive application inventory.
- Implemented enterprise GIS data on-line over the Internet and the Infoweb.
- Completed the migration of Microsoft Exchange Electronic Mail, and PC and LAN based office productivity systems to over 8,000 desktops.
- Installed a positive identification system for Public Safety, which included a mug shot subsystem and links to regional, state and national public safety agencies.
- Installed tracking systems for Board of Supervisors' constituent correspondence, state legislation, and consumer affairs' information.

Future Initiatives

Fairfax County continues to operate in an automated information-processing environment, which includes the mainframe as well as distributed/client-server and PC/Network-based platforms. The major initiatives include maximizing the use of this versatile environment, both by citizens through public access technologies, and by County staff using improved automated business processes. In addition, use of public access technologies and the Internet is expanding; therefore, information protection concerns need to address the potential vulnerability associated with corporate and agency servers, local and wide area networks, and Internet applications. To deal effectively with these issues, DIT initiatives for the next fiscal year will:

- Implement e-government redesign and Web enable prioritized business transactions via the Web, IVR, and Kiosk public access platforms.
- Start the e-permitting initiative and design integrated voice, data, and wireless communication systems for the land development and permits process.
- Finalize the planning for the constituent call center.
- Enhance overall IT infrastructure capacity in line with IT initiatives and technology usage.
- Enhance the County's information protection and security. More vigorous focus will be applied to the development and implementation of countywide computer security measures and identify required infrastructure changes essential to the use of WEB and e-government business strategies. This includes additional security expertise for both the Local Area Network (LAN) and Wide Area Network (WAN), and proactive monitoring network activities to identify potential security lapses.
- Administer a level of LAN server and application support services to meet customer requests for server, application, and desktop support.
- Bridge the County government's "digital divide" between those who have access to the Internet and those who do not by providing various tools for County staff to access information.
- Upgrade countywide MS Windows, Exchange, and Office products to enable departments to take advantage of available features and properties, and provide user support for the applications which were recently distributed to over 8,000 desktops.

Department of Information Technology

- Increase the use of enterprise-level technologies by County agencies including GIS, the Internet, Workflow applications, Imaging, and Data Mining.
- Convert the Human Services agencies to NT platform, the County standard.

Trends/Challenges

DIT must be in position to be highly responsive to the evolving needs of County agencies, and the demands of a tech savvy population and business community who want fast and convenient service. In addition, the County has a diverse cultural community that needs the same level of interface into County information systems and automated services as the English proficient population. This translates into needing a level of language options available in our public access technologies, which would contribute to the effectiveness and efficiency of agency programs that serve the public.

Now, more than ever before, technology is a target of legislation on the Federal and State levels. New legislation and mandates will create requirements and standards for deployment of technology, particularly around privacy and security of data, client records, and information. The Health Information Protection and Accountability Act of 1996 (HIPAA) is one of those that place specific requirements on automated databases and transmission. Initially intended to target the health care and insurance industries, the legislation affects all entities that maintain such records. This is expected to have significant impact on the County in several agencies that maintain medical information including the Health Department, Community Services Board, Juvenile Courts, Fire and Rescue, and the Sheriff's Office. The legislation is specific on information formats, security, and, communications and electronic data exchange standards that must be implemented if electronic means are used in these programs.

Other challenges DIT face result from legislation that impacts the technology industry, which in turn impacts the market and products. There are trends in the way the market sells its products and services that will make budgeting for IT even more of a challenge. For example, the office products and database software markets (Microsoft and Oracle as example), are moving to annual license payment structures, similar to the way the mainframe software pricing was done in the past. Also, organizations have to account for the number of systems, servers, PC's, and/or simultaneous users in the IT environment, and license accordingly. Some jurisdictions have been surprised recently by audits being conducted by the software giants, and some have been fined by the United States government for having unlicensed software installed on machines. One organization in Virginia had to pay \$600,000 in such fines. Fortunately DIT maintains an adequate inventory of licenses to keep up with versions of software.

DIT must also be able to quickly provide infrastructure capacity to address other trends and County business opportunities. Tele-work is an example of one of these. Commercial sector studies show that this is a very attractive and highly effective option for the workplace. An appropriate IT plan for telecommuting will provide secured communications into County systems, an 'extra-net', provide a device (PC, laptop, PDA, or other), and support. These are currently being investigated.

Digital 'signature/authentication' is a growing technical trend. The County has participated with the Commonwealth on a pilot with DMV. The pilot was successful, however the technology is young and evolving. It is the future for transmitting formal documents and transactions between business entities and jurisdictions. DIT is continuing to work on appropriate application of digital authentication with several County agencies.

Department of Information Technology

Wireless communications is another technology that the County is working on to accommodate increased productivity, especially for field service workers. Today, inspectors are using wireless devices to access systems and enter data on the spot.

DIT must be especially vigilant of the explosion of change in technology and establishing technology refresh cycles that are cost effective and smart, i.e. choosing the right approaches and products that will deliver good value, are supportable, and can be seamlessly enhanced over time. The technology industry is currently in a high state of rapid change - making decisions about what to implement and how to manage the vast variety has become more of an art, less a science. Selecting vendors has also become more of a challenge, especially as businesses buy out other businesses and change their product portfolio's accordingly. So far, the County has made wise choices about products and standards and is in a solid position with its technology portfolio.

DIT is further challenged in attracting and retaining skilled IT workers, particularly in this high tech region. Even though recent market instability has provided a larger pool of job applicants this is likely to be a short-lived trend. Skills needed in IT are changing also. In addition to technical skills, more analytical, business and managerial skills are needed too. We must look at employment standards and non-traditional strategies for compensation so that we can compete in the job market for the best-qualified applicants.

As more County services are made accessible through 24/7 e-government strategies, DIT will have to determine a resource structure to provide 24/7 system support and maintenance. A number of strategies that include a variety of sourcing and equipment configuration options are being pursued. As well, agencies that rely on these systems will need additional training capacity if they are to leverage all the benefits from the systems they use. There are likely to be additional costs associated with going from business day system availability to 24/7 reliability which must be addressed if the power of e-government is to have integrity and credibility.

In summary, management practices have to be nimble, decision processes fast, technologies deployed to be flexible and user-friendly, systems kept 'healthy' and vital, and support levels must be adequate. All these must be optimized for the County to continue to be considered a best-practice organization and maximize the returns on IT investments.

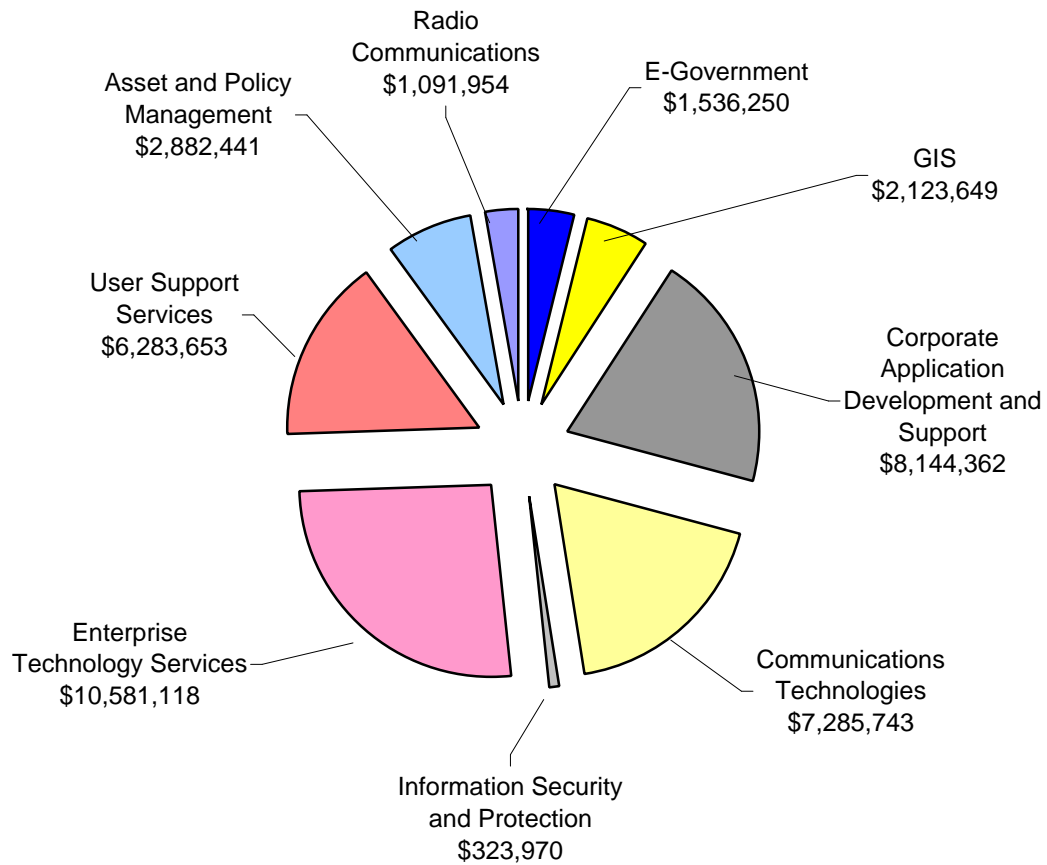
Department of Information Technology

Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
70-01	E-Government	\$1,536,250	16/16
70-02	Geographic Information System (GIS)	\$2,057,199	20/20
70-03	Corporate Application Development and Support	\$8,144,362	98/98
70-04	Communications Technologies	\$7,285,743	25/25
70-05	Information Security and Protection	\$323,970	5/5
70-06	Enterprise Technology Services	(\$3,281,880)	58/58
70-07	User Support Services	\$770,853	23/23
70-08	Asset and Policy Management	\$2,882,441	25/25
70-09	Radio Communications	\$300,357	15/15
TOTAL Agency		\$20,019,295	285/285

Department of Information Technology

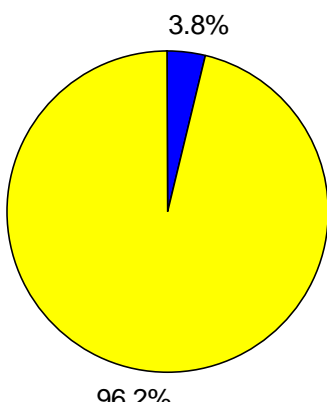
Department of Information Technology



Total FY 2002 Adopted Budget Expenditures = \$40,253,140

Total FY 2002 Adopted Budget Net Cost = \$20,019,295

70-01-E-Government

Fund/Agency: 001/70		Department of Information Technology
Personnel Services	\$1,332,621	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">3.8%</p> <p style="text-align: center;">96.2%</p> <p style="text-align: center;">■ E-Government ■ All Other Agency CAPS</p>
Operating Expenses	\$203,629	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$1,536,250	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$1,536,250	
Positions/SYE involved in the delivery of this CAPS	16/16	

► CAPS Summary

The e-government program in the Department of Information Technology (DIT) develops and maintains systems that provide information and services to citizens through electronic mediums. This program supports the County's mission to provide convenient, efficient, effective and timely information and transactions with government, 24 hours a day, 7 days a week. E-government is the hallmark of the benefits obtained through solid planning and investment in information technology, providing the catalyst for a change in the way government operates. Utilizing concepts of e-business and e-commerce, the e-government program facilitates the connection between citizens, the government, and back-end business systems. Further, e-government gives the County an additional means to meet growing demand and expectations. The County's e-government program is considered a best practice in government, being recognized by national organizations, and in government and technology publications and journals. Officials from over nine different countries have visited the County specifically to gain insight on how to establish a good e-government program.

Department of Information Technology

Purpose

E-government provides the public with responsive and flexible alternatives for obtaining information and services and to allow residents to conduct business with the County at their convenience. The fundamental premise is to build a "government without walls, doors, or clocks" – that is, provide access to information and services 24 hours a day, seven days a week from the constituents home, office or other convenient location, anywhere. The Public Access Technologies group achieves this by working with County agencies and other public and private sector entities to improve business operations and accommodate the growing variety of services and needs by thoroughly understanding business needs and by planning, implementing and managing the best public access solutions available.

Background

The three technology platforms comprising the County's e-government initiative are:

- **Information Kiosks** that use multimedia (audio, video, graphics and text) touch screen technology to provide information at times and locations convenient to the public. The Kiosk program began in 1996 with 2 units (located at two regional libraries). There are currently 25 kiosks in 22 locations around the County.
- **Interactive Voice Response (IVR)** units that permit telephone callers to select information and services from audio menus via a touch-tone telephone. The County IVR system was introduced in 1994.
- The **Fairfax County Web Site**, located on the World Wide Web at www.co.fairfax.va.us provides information to the public worldwide through the Internet and the World Wide Web. The County web site was launched in 1996 with approximately 600 pages of information from 12 agencies. The County site currently includes over 12,000 documents and nearly four dozen interactive applications, with more than 60 agencies participating.

Prior to FY 2001, these three technology platforms were considered and managed as separate programs. The various platforms were initially established responding to specific needs of agencies and the public. With technology evolving, and becoming more standard, the County recognized the opportunity to use all three as conduits to providing information and doing County business. Within the last year, these three technologies have been consolidated under one management team-the Public Access Technologies group in DIT. Many of the same information look-ups and business transactions are available on all three. This provides a holistic solution to making service available to all constituents regardless of their ability to own technology. Efforts are underway to integrate the three County platform architectures, make more County services accessible through public access technology, and provide seamless connectivity to State and Federal e-government programs and services.

Department of Information Technology

Initiatives

A number of significant initiatives occurred during FY 2001 to extend and enhance the capabilities and services provided by the e-government platforms.

- **Web Redesign.** The Fairfax County Web Site was completely redesigned to provide a more consistent and useful experience for users of the system. The navigation of the site was changed to be less agency-oriented and more intuitive for the user. A consistent “look and feel” was incorporated into the site to ensure County “branding”, and to provide a consistent user interface (navigation, menu options, etc. located in the same area on all pages). The new look was also designed with the ADA compliance mandates in mind. The search engine was improved to provide more meaningful results, thereby allowing quicker access to the desired information. A “contact us” database capability was added to each page to quickly allow users to find relevant phone numbers and e-mail addresses. A “relevant resources” feature was added at the topic level to provide a context-sensitive portal to additional information sources (i.e., information available beyond what is on the web site).
- **Kiosk Redesign and Web Enable.** The County Kiosk interface was redesigned to more accurately categorize the ever-expanding content, and to install a more professional looking and user-oriented presentation. The Kiosks were also web-enabled, allowing them access to provide information and services directly from the County web site.
- **324-INFO.** A significant upgrade was made to the County IVR system with the implementation of the new 324-INFO application. This new application provides a set of menus to information and services available from nearly two dozen County agencies. 324-INFO provides a “24-hour-a-day Information Connection to Fairfax County”. The continued expansion of the County IVR system epitomizes the County’s commitment to bridging the digital divide.
- **Consumer Complaint Lookup.** This new feature on the County web site allows residents and others to search for complaint history against businesses located within the County. Furthermore, the facility allows residents to file a complaint from their location, and at their convenience, via the web site.



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- Real Estate Assessment (RE) "Comparable Properties" and Parcel Map lookup. A major new feature was added to the existing Real Estate Assessment query to allow residents to easily obtain information on properties comparable to theirs from an assessment perspective. This new feature was made available in conjunction with the mailing of the new RE assessment statements in late winter. In addition to providing residents with a valuable tool for researching any assessment questions, the feature also eliminated thousands of phone calls which would have normally been received by the Department of Tax Administration. In order to further enhance the RE query on the web, a Parcel Map lookup feature was added as well. Residents and others can quickly toggle between the RE assessment displays and the GIS-based parcel maps.
- IVR "Recycling Special Collections". A new feature was added to the IVR system to allow residents to request special pickups for items which are not part of the normal trash collection process.
- In addition to the specific examples above, numerous new information areas and transactions were added to all three e-government platforms.

Initiative	Efficiency Gain	Customer Convenience	Cost Savings	State/Federal Mandates
Web Redesign		X		X
Kiosk Redesign & Web Enable	X	X		X
324-Info	X	X	X	
Consumer Complaint Lookup	X	X	X	
Real Estate Assessment "Comparable Properties"	X	X	X	
IVR "Recycling Special Collections"	X	X	X	

Accomplishments

The County e-government program has been hugely successful. For the three year period from the beginning of FY 1999 to the end of FY 2001, the combined "user sessions" for the three platforms exceeds 20,000,000. Each user session represents either a call to the IVR system or a unique "visit" to the Kiosk or Web site. Each of these calls or visits, in turn, represents an access to information or the completion of a business transaction. The following samples illustrate some of these activities:

	<u>Transactions</u>	<u>Revenue</u>
Kiosk/IVR tax payments: (FY 1999)	92,001	\$1,939,937
Web CC tax payments: (October 1,2000-February 28,2001)	27,619	\$8,249,917
Web e-check tax payments: (July 1999-April 2001)	24,253	\$8,309,410
Web/IVR assessment queries: (FY 2001)	>400,000	
Traffic Fine payments: (FY 1999-FY 2000)		\$1,465,798
Web Library Card Applications: (FY 2001)	2,000	
IVR Housing Waiting List Inquiries:	50,380	
IVR "Special Pickups": (first half FY 2001)	51,722	

The following chart demonstrates the business transaction functionality currently implemented on each of the platforms.

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Accomplishments

Access to Property Assessment Information	Web, IVR
Scrollable, Printable County Maps	Web, Kiosk
Inspection Scheduling	Web, Kiosk, IVR
Adult Education Classes	Web
Bus Tour Schedule	Web, Kiosk
Become a Child Care Provider	Web, Kiosk
Child Care Provider List	Web
Crime Statistics, Wanted List, Neighborhood Watch	Web
Health Information	Web, Kiosk, IVR
Housing Information	Web, Kiosk, IVR
Newcomer Information	Web, Kiosk
Park/Recreation Information	Web, Kiosk, IVR
Public Safety	Web, Kiosk, IVR
Information/Programs for Seniors	Web, Kiosk, IVR
Budget Information and Approved Budget	Web
County Demographics	Web
Job Opportunities	Web, Kiosk
Circuit, General District, and Juvenile Courts	Web, IVR
Electronic Case Filing	Web
Access full text of County Code	Web
Meeting minutes (searchable) of Board meetings	Web
Multi-jurisdictional Information	Kiosk
Tax Payments with Credit Card	Web, Kiosk, IVR
Tax Payments via e-check	Web
Access to current Real Estate Assessment information	Web, Kiosk, IVR
Access to Human Services online "Resource Guide"	Web
Access Library Card Catalog, reserve/renew book	Web
Download RFP/IFBs	Web
Pay Traffic Ticket with Credit Card	IVR, Kiosk
Access specific Court Case Information	IVR
Report vehicle sale or "move out" with prorated calculator	Web
Report change of address for tax purposes	Web
Report a lost pet	Web
Find location of closest Library by entering zip code	Web
Request/check status of an inspection	Web, Kiosk, IVR
Renew Vehicle Registration	Web, Kiosk
Subscribe to County Publications	Web, Kiosk
Apply for County Jobs	Web, Kiosk
Locate Facilities and Public Transportation	Web, Kiosk
Direct Connect to County Staff	Kiosk, IVR
GIS photography	Web, Kiosk
Query victim's services data for offender release date info	IVR
Query for position on Housing waiting list	Kiosk, IVR

Initiatives, Future Directions, Trends, and Issues

Integrate the information architectures of all three platforms

The goal of the e-government staff is to identify a single information architecture, which will encompass all current, as well as future, delivery vehicles (e.g., Web, IVR, Kiosk). This process has already started with the web-enabled Kiosks. A single information and transaction repository will be developed to provide content and functionality to all the technology platforms. This will lead to significant internal efficiencies as well as information consistency.

Investigate XML for improving interoperability

XML provides the underlying architecture, which will allow for a single repository, e-government portal to all County information and services. Further, XML forms the foundation of inter-governmental initiatives such as "Government Without Boundaries".

Investigate content management

Content management (CM) provides a set of tools to allow for more active content contribution from agency staff. Content management will allow agencies to quickly add or update information without the need for technical expertise. Business staff within the agencies will be able to publish content to the web, or other platforms, from their desktops as easily as producing a Word document. Pre-defined CM templates will ensure consistency of the presentation layer (i.e., Web, Kiosk, etc.) as well as automatically ensuring compliance with ADA and other mandates. Workflow components with the CM software will ensure the integrity of the quality assurance and approval process.

Investigate Voice Recognition Technology

Research has begun on the feasibility of incorporating voice recognition into the IVR system, where appropriate. Such a capability will make it even easier for County residents to use the IVR facility.

Ensure ADA compliance

The e-government staff is committed to adhering to both the dictates and spirit of ADA accessibility guidelines and mandates. The addition of all new information areas and business functionality will include ADA compliance as a principal focus.

Collaborate on cross government initiatives

The Fairfax County e-government staff will continue to pursue initiatives to bridge the division between governmental entities. This process is already underway. The Kiosks are currently viewed as a regional resource with participation from Fairfax City, the town of Warrenton and others. Discussions with several other local jurisdictions are in progress. In the near future, the County Kiosks will include the DMV application to allow residents to apply for and renew vehicle registrations, licenses, etc.

The County is also a leading member of the "Government Without Boundaries" initiative. This initiative, which also includes GSA, the Commonwealth of Virginia, State of New Jersey, the City of Virginia Beach, and several other jurisdictions, is an attempt to provide the relevant information for programs and services across governmental boundaries (local, State, Federal). A prototype application is under development with an expected rollout during the fall/winter of 2001. The ability to easily include relevant information across jurisdictional boundaries will provide County residents with a true portal to government information and services.

Bridge the Digital Divide by providing information services on more than one platform

The County's e-government programs will continue to ensure that no resident is left out of the e-government opportunities due to a lack of technical knowledge or economic situation. The e-government staff will continue to explore alternative methods of service delivery to those without access to computers or the Internet.

Consolidate Electronic Payments across all platforms

With the recent selection of a single "e-payments" vendor, the e-government staff plans to consolidate payment services across the delivery platforms. This consolidation will result in increased internal efficiencies. A single "e-payment engine" will also allow staff to quickly add new payment-based services that require credit cards or e-check.

Requirements for true 24/7 support

It is anticipated that the increased reliance on e-government programs will result in the establishment of these initiatives as mission critical. Such a designation will mandate an evaluation of the requirements for supporting true 24/7 access. These requirements would include an examination of the staffing, budgetary and infrastructure implications.

Security

The ongoing effort to make more information and services available through e-government programs will require a detailed examination of security issues. On the one hand, all the information that could be made available should be made available. On the other hand, sensitive information, as well as the County technical infrastructure, must be protected. Issues such as hackers, intrusion detection, virus protection and others must be addressed.

Capacity Planning

The increase in e-government programs and initiatives will have an impact on infrastructure capacity including network bandwidth, storage, processing speed, etc. It is anticipated that many of these programs will include business transformation for internal processing. Facilities will be put in place to allow ongoing monitoring of the infrastructure requirements so that County staff may proactively make adjustments and upgrades as needed.

Video Streaming

Video streaming technology is continuing to evolve. The availability of high-speed connections will make the capability a viable option for delivering information. The e-government staff is currently evaluating a number of video streaming options and it is anticipated that a pilot program will be initiated within FY 2002.

Internet-based Application Platform

More and more application systems will be designed and built on the Internet platform. This paradigm shift will require a robust and flexible architecture to support these applications. Already, Internet staff within the e-government staff is in the process of evaluating and implementing a Software Configuration Management system (SCM) to support such development. The SCM will provide will version and release control, code audit capability, and rational migration architecture for ensuring code and application integrity. Other facilities will be put in place to allow web-enabled access to legacy systems and for Enterprise Application Integration (EAI).

HIPAA Compliance

It is expected that the mandates of the HIPAA legislation will have far-reaching impact on all County programs and systems, including those for e-government. The County e-government staff is already evaluating these requirements with the intention of being fully compliant by the 2003 implementation date.

Cooperative Ventures with Schools

The e-government staff continues to explore opportunities for cooperative ventures between the County Government and County Schools. The County team worked with staff from the Schools in order to provide a more seamless integration between the two web sites. School web staff will likewise work with County staff when the Schools web site is redesigned. Staff from the Schools has been invited to participate in the information architecture project.

Other

Because of the power of electronic data interchange and associated implications, these technologies are becoming more under scrutiny of lawmakers to ensure privacy and protections. We expect additional requirements to avoid inappropriate penetration and attacks to maintain the security and integrity of our e-government environment as we continue to roll out e-government. The e-government CAPS is supported by the Information Protection, Asset & Policy Management, Communications Technologies, and Information Technologies Initiatives (104) CAPS in DIT. The e-government program works collaboratively to support the GIS, Corporate Applications, and Enterprise Technology Services CAPS in DIT.

► Method of Service Provision

The County's e-government programs are provided by a combination of internal staff and contracting support with specialized expertise and skills. County staff performs approximately 80 percent of the work. Contract services are used on an as-needed or special projects basis. For example, County staff developed the new web site design and navigation. Contract services were used to assist in converting the approximately 15,000 pages to the new format. Contract services were also used for the development of several web applications. In addition, contract services provide systems maintenance for IVR hardware and operating system software. It is anticipated that this mix of internal staff with contract support as required will continue. The site is available 24 x 7 and the staff of the branch respond to emergency outages on an 'on-call' basis.

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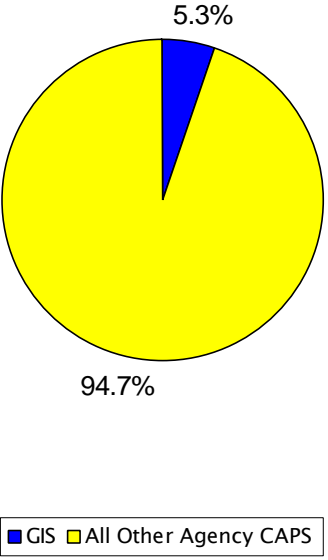
► Performance/Workload Related Data

Objective: To increase the number of transactions available to citizens and businesses offered after business hours.

Title		FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Output: Number of transactions/ Use Sessions processed for public service technologies	IVR	662,473	726,056	756,102*	945,128
	Kiosk	58,097	60,102	61,235*	63,035
	WEB	4,320,000	6,480,000	8,640,000*	11,520,000
Service Quality: New business areas offered through Public Access		6	8	14*	19
Outcome: Percentage of public service transactions after business hours		22%	23%	23%*	25%

*This is actual data through June 30, 2001.

70-02-Geographic Information Systems

Fund/Agency: 001/70		Department of Information Technology
Personnel Services	\$1,103,178	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">94.7% 5.3%</p> <p style="text-align: center;">■ GIS ■ All Other Agency CAPS</p>
Operating Expenses	\$665,765	
Recovered Costs	(\$45,294)	
Capital Equipment	\$400,000	
Total CAPS Cost:	\$2,123,649	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$46,583	
Other Revenue	\$19,867	
Total Revenue:	\$66,450	
Net CAPS Cost:	\$2,057,199	
Positions/SYE involved in the delivery of this CAPS	20/20	

► CAPS Summary

The Geographic Information Systems Branch (GIS) provides high quality geo-spatial infrastructure, innovative analytical applications products, and mapping services to Fairfax County government agencies and the public.

It updates, maintains, and publishes the parcel and zoning maps for the County, and is responsible for assignment of the unique Parcel Identifier Numbers (sometimes called map numbers) for every parcel in the County. It also maintains and produces the large format wall maps, of which approximately 10,000 are distributed annually. All of the data for these maps, as well as many other categories (or layers) of information are now maintained by GIS for the entire County in a highly accessible GIS data warehouse. The core spatial data warehouse includes digital aerial photography parcel information, zoning and over 100 additional layers. The Data Warehouse is discussed in a following section.

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In addition to continuing to provide the historic and mandated baseline of parcel and zoning mapping, aerial photography, and zoning research, the GIS has dramatically expanded data and mapping services to the County overall during the last five years, with the same level of staff support.

Agencies Served

The GIS Branch provides mapping and data to essentially all of the County agencies. The most active users of GIS are contained in Table 1.

Table 1 - Most Active Users of GIS

Table 1:
Board of Supervisors
Department of Human Services – Environmental Health and RAPS, Office for Children
Department of Public Works and Environmental Services – Planning and Design, Urban Forestry
Department of Public Works and Environmental Services – Surveys, Stormwater
Department of Public Works and Environmental Services – Wastewater Management Program
Department of Planning and Zoning
Department of Tax Administration
Department of Cable Communications and Consumer Protection
Fairfax County Economic Development Authority
Fairfax County Public Libraries
Fire and Rescue Department
Office of Transportation
Park Authority – Archeology
Police Department - Crime Analysis and Police Crime Reconstruction Unit
Public Safety Communications Center
Electoral Board and General Registrar
Fairfax County Public Schools
Water Authority

Today, the GIS Branch has the ability to monitor the actual number of different users to track statistics relative to usage and activity. Currently the Branch has 137 unique uses of the centralized Citrix-based GIS software per week and 580 connections to the GIS fileserver per week.

Thanks to innovative new technology (Citrix), the GIS Branch can now deliver GIS to the desktop of any County employee connected to the County's WAN at no additional hardware or software cost to the end user. Additionally, via the World Wide Web, the GIS Branch is providing hundreds of thousands of maps to the general public. This is a dramatic increase over the number of users that GIS could accommodate in 1996. At that time individuals had to have the proprietary GIS software loaded on their computers to be able to operate it.

GIS Data Warehouse

The GIS Data Warehouse consists of over 200 layers of data that fall into the general themes listed in Table 2. The approximate number of actual GIS layers in each of those themes is also listed. Not surprisingly, the two themes with the largest number of layers are Property and Political Areas. Property's size is due to the complexity of tracking parcels (condominiums, apartments, single family, town homes), and the large number of different political districts (e.g., schools, magisterial, State, Federal).

Table 2 - GIS Layers

General Themes	Approximate Number of Layers
Property	30
Zoning	15
Planimetric	14
Contours	8
Digital Orthophotography	11
Control Points	1
Street Centerlines	3
Sewer/Water Infrastructure	10
Emergency Services Areas	11
Political Areas	25
Other Layers	82

These layers represent a large amount of data. The entire GIS Data Warehouse now has over 50 million data elements on the 399 square miles of land Fairfax County. These elements include over 250,000 buildings, 570,000 contour lines, 3,400 miles of roads, 325,000 parcels, 340,000 addresses, 2,800 miles of waterways across 444 map tiles. Overall, the Warehouse consists of 25 GB of vector data and 350 DB of raster (imagery).

Currently, the GIS Branch is the "owner" of all of the data in the GIS warehouse. The GIS Branch enters its data (parcels, zoning, planimetric data, orthoimagery) into the Warehouse and selectively serves it to both the County staff and to the general public. A number of agencies also provide the data to the GIS Branch for entry. The GIS Branch then digitizes the data, sends it back to the provider agency for quality assurance checks and then posts the updated content to the GIS data warehouse. Over time, certain agencies will be given the ability to directly digitize/enter their data into the Data Warehouse. The GIS Branch will then conduct final quality control tests and publish the data.

GIS in Fairfax County: A Brief Background

The years 2000-2001 have been a milestone period for the GIS Branch. The traditional Mylar maps that the County has maintained for decades, were officially retired. The Office is now digital. The foundation for this transition occurred over 15 years ago when the County started investigating and planning an enterprise GIS project in the mid 1980's. From 1991-1993, the then three-member GIS team conducted a comprehensive applications survey to determine potential uses of GIS and help form a detailed database design. In 1995, the County implemented a project called "Quick Start" that converted 17 small-scale data layers (e.g., Magisterial District, School Attendance Area, Public Facilities Maps) and the implementation of desktop GIS software around the County. In 1997, the County initiated a large-scale data

conversion contract that consisted of the conversion of all parcel, zoning, contours, and planimetric data. Delivery of GIS data from that contract began in 1998. In 1999, Fairfax County implemented a server-based GIS data Warehouse and Application Server that enables any County employee connected to the LAN to access not only GIS data but also the GIS applications. Specifically the Citrix server technology has completely changed the GIS paradigm for the County - and enabled greatly expanded GIS usage with no increase in GIS licensing fees at the desktop. Now, managers do not have the additional burden of upgrading hardware and purchasing software to implement GIS in their offices. Rather, they only need to identify the processes and train the individuals to use GIS as part of their jobs. This removes what had been a significant barrier to the use of GIS in the past.

Since 1995 the use of GIS has grown substantially each year. The statistics from FY 1998 through FY 2002 are listed in the Performance/Workload Section.

GIS Branch Services

The GIS Branch provides a wide range of services to County agencies. These services are tailored to both support the ongoing work of digitizing parcels and foster growth in GIS understanding and use across County agencies. In addition to providing the software, data and server support that ensures GIS is available across the County, the Branch provides a range of specific services for any County Agency. The following is a brief summary list of the GIS Branch Services.

- **Training:** Regular overview and hands-on GIS software training sessions are offered to any County staff. Some of the training is Web-based, while others range from brief overviews, to intensive hands-on training using actual County GIS data.
- **Software Support:** Any County GIS user can call for support on GIS software and mapping issues. At least one GIS staff member is dedicated every day to answering help calls.
- **Database Support:** Many times GIS users need to link their data to the GIS database. The Branch provides them assistance in not only the linking of the data but database selection and design.
- **Project Support:** Many GIS users need only thematic maps for a limited number of projects. The GIS Branch works with these individuals to determine their data and mapping requirements, and then build and print the required maps.
- **Application Development:** The GIS Branch works with other County agencies to develop specific applications for their business processes. It can provide in-house staff and/or contractor programming staff to develop agency specific applications.
- **Spatial Data Updates:** The Branch is also responsible for updating key components of the GIS data warehouse - in particular the digital orthophotography, planimetric, and cadastral data. The GIS staff has expertise in each of these areas, enabling them to draft project proposals and manage the resulting work.
- **Walk-in Customer Support:** The Branch serves dozens of citizen and County agency requests daily through its front desk. Customers are provided copies of maps and property plats, interpretation of maps, aerial photography for environmental and zoning research, and customized mapping through public terminals that are linked directly to the GIS data warehouse and the Branch's high speed plotters. The front desk also provides copies of digital data to the public.

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- **Public Support via the World Wide Web:** The GIS Branch now serves both data and software functionality via the Web to County Staff and GIS data via the web to the general public. This service, instituted over the last two years, has provided dramatic growth in functionality. As noted in the Performance/Workload Related Data section, this service is projected to serve over 400,000 map images in FY 2002. This is a service level far beyond anything that could have been provided in the past.
- **Publications:** The GIS Branch Staff has authored six papers in the last two years documenting the proven leading-edge work that they are doing in GIS. The papers have included "Transit GIS Applications in Fairfax County, Virginia" in the Journal of Public Transportation; "Shared Geography: Building a Common Street Centerline Resource to Service State and County Governments", "Achieving Enterprise GIS Data Integration in Fairfax County - Using GIS Every Day", "Implementing a Server Based Computing Solution in an Enterprise GIS", and "GIS Quality Assurance - Data Acceptance Specification and Control", all presented at and published in the URISA 2000 conference and proceedings. "Fairfax County Virginia GIS: Planning, Design and Implementation - The Critical Steps" was presented at the ESRI 2000 User Conference and published in their proceedings. These publications have been widely distributed and requested. We have received inquiries from around the world on their content.

To provide these services, the Branch has organized its staff into four discreet groupings including Systems, Data Acquisition and Maintenance, Applications, and Customer Services.

Accomplishments

Over the past three years as the high resolution, high accuracy GIS data became available, and as GIS implemented new server and software technology, GIS use has grown across the County. The County has also received both national and international recognition for its GIS operations.

The GIS Branch has also inaugurated the GIS Excellence awards, awarded on National GIS Day (Mid-November). The award series is intended to highlight excellence in GIS use across the County agencies. The judging panel consists of senior staff as well as outside participants to objectively judge the submissions.

GIS Awards to the County

ESRI

In 2000, the GIS Branch received awards from ESRI, the world leader in GIS software. Fairfax County was selected from more than 60,000 organizations worldwide to be honored for its work in GIS technology. The Special Achievement in GIS awards were presented by ESRI at its twentieth Annual International User Conference in June 2000 -- the world's largest gathering of GIS professionals.

ESRI awarded Fairfax County two separate Special Achievement awards. One is for the efforts of the GIS and Mapping Systems Branch, and the second is for the countywide utilization of GIS. This is the first time that ESRI has honored a municipal government. The Special Achievement Award honors an elite group of organizations that have embraced GIS technology to better serve the world.

NACo

In June 2001, the GIS Branch received an Achievement Award from the National Association of Counties (NACo) for its collaborative GIS project with the Virginia Department of Transportation.

Begun in 1970, the annual Achievement Award Program is a non-competitive awards program, which seeks to recognize innovative County government programs called County Model Programs. Created as a part of NACo's New County, USA campaign, the Achievement Award Program continues to embody the grassroots and local government energy the program was designed to promote. The main emphasis of the New County, USA campaign was to modernize and streamline County government and to increase its services to its citizens; goals that are still the main emphasis of the Achievement Award Program today.

High Profile Achievements with County Agencies

The GIS Branch in conjunction with other County Agencies has established a number of successful GIS projects. In several cases there were significant savings to the County. These projects, along with those listed in the general project section, demonstrate the increasing use that County agencies are making of GIS. In the process they are offering services never possible before, delivering savings in current operations, enhancing existing services, and overall delivering better services to the County. The following are six examples of GIS use within agency programs.

Example 1: Parcel Web Application – Department of Tax Administration

In March of this year the GIS staff produced an interactive Web mapping application that allows people to look up real eState information and then see an associated property map. This application has traditional mapping functionality such as pan and zoom capabilities. The real power is that the application allows citizens to look and select any parcel on the map and see sales, assessment, and building description data. The application can be accessed at: <http://www.co.fairfax.va.us/dta/re/detail.asp>.

A screen shot of the interface appears below.



Example 2: Refuse Rerouting Project – Department of Public Works and Environmental Services

In May of 2000, the County completed work on a 3-year project to re-route the entire County operated refuse collection vehicles. The project was a huge success and GIS was the component that enabled the whole project to take place. A paper detailing the initial phases of this project was presented at the 1999 ESRI User conference. The paper, titled "Optimizing Refuse Collection Routes in Fairfax County, VA" is available for download from the ESRI web site at: http://www.esri.com/library/userconf/proc99/proceed/indices/title_o.htm.

Over a dozen people from around the world have written asking for more information and advice on setting up a similar project in their area. This project was also featured in the August 2000 issue of Government Computer News State and Local.

Example 3: Customized Comparable Property Mapping Application – Board Of Equalization

The Department of Tax Administration has used a customized GIS application since 1996 to create maps presented to an independent panel called the Board of Equalization. Each year citizens have the right to appeal their property tax assessment. Those cases are heard by the 12 member Board of Equalization. For each appeal, County real estate appraisers are required to create a map showing the subject parcel and any comparable parcels used in making the assessment.

Prior to 1996, appraisers spent considerable time hand coloring tax maps and were often required to cut and paste tax map tiles together in order to make a final map. Since 1996 this process has been done using GIS. A new release of the application has been produced each year.

Example 4: Transit/Transportation GIS Usage – Department of Transportation

The Department of Transportation is currently using GIS to support its' transit planning operations. The Transportation Department has just completed digitization of all routes for County maintained and operated buses, and is in the process of conducting a pilot study for collecting bus stop information using GPS receivers. A detailed outline of GIS transit applications has been published in a special GIS issue of the Journal of Public Transportation.

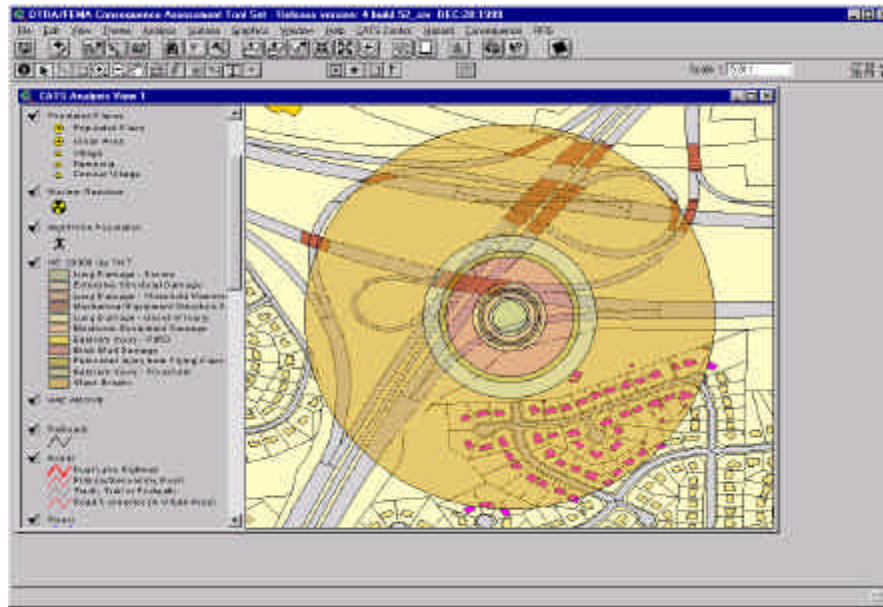
Example 5: Redistricting – Office of the County Attorney and Electoral Board and General Registrar

Fairfax County has completed the reapportionment of its supervisor districts for the upcoming 2001 elections. As part of the process the Board of Supervisors established a citizen advisory panel to propose options for the revised supervisor districts. A news article about redistricting is available under the News section of the County's home page at www.co.fairfax.va.us.

Example 6: Crime Analysis, Emergency Response to Black Powder Incident – Police Department

The Police Department has utilized GIS-based crime analysis successfully too. In several instances Crime Analysts were able to identify probable sites for subsequent crime. Police Officers staked out these sites and arrested the suspects.

In the summer of 1999, a truck carrying high explosives overturned on the northbound exit ramp of I-95 in Springfield, the most congested interchange in the entire County. Police used a mobile GIS terminal to plot maps showing the potential damage area. These maps were used by officers to assist with the evacuation of the danger zone. Refer to the map listed on the next page.

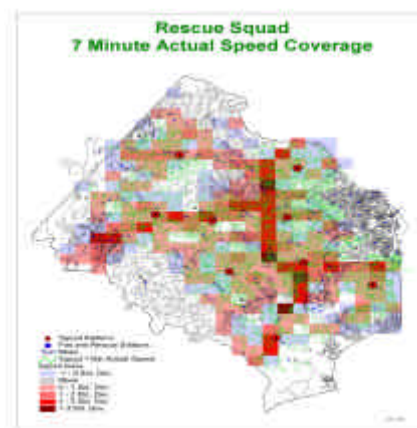


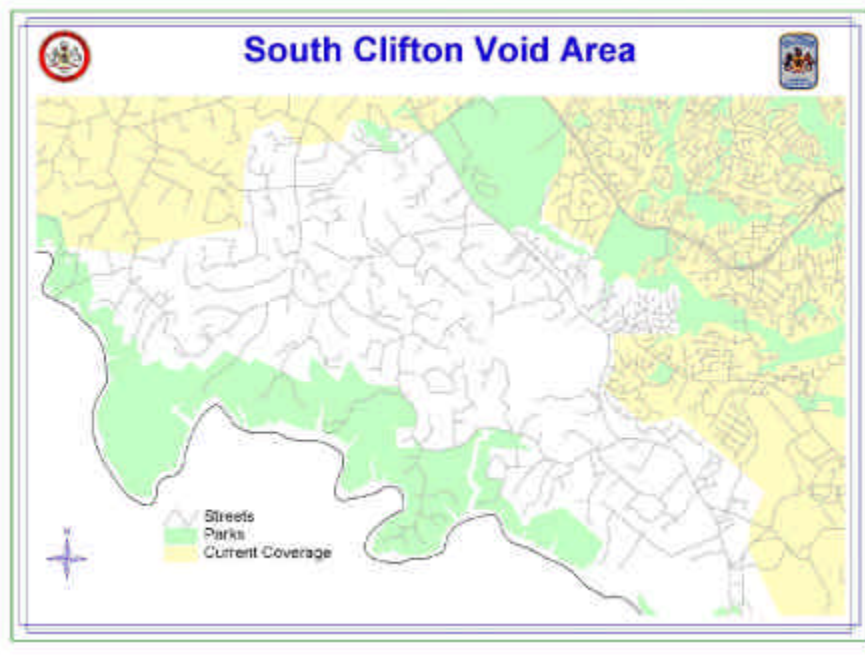
Other Successful Uses of GIS Across the County

This section contains examples of day-to-day use of GIS in other agencies. As discussed previously, the map listed above shows that there is growing understanding and use of GIS, and it is not limited to high visibility, high profile projects.

1 - Fire and Rescue Department. (FRD) - FRD has been an avid user of the GIS since the first GIS data conversion in 1995. Some of the projects completed by the Fire and Rescue Department are:

Response Time/Void Area Analysis - It is the goal of FRD that units are able to respond to any area of the County within 5 minutes. The FRD used the network analysis functions of ArcView Desktop GIS software to calculate void areas in the County. Void areas are those areas the County units could not be expected to reach in 5 minutes. By using this software, staff will be able to plan new facilities easily and with a faster response time. The following maps show a void area for a small section of the County as well as 7 minute response time for special Rescue Squads.





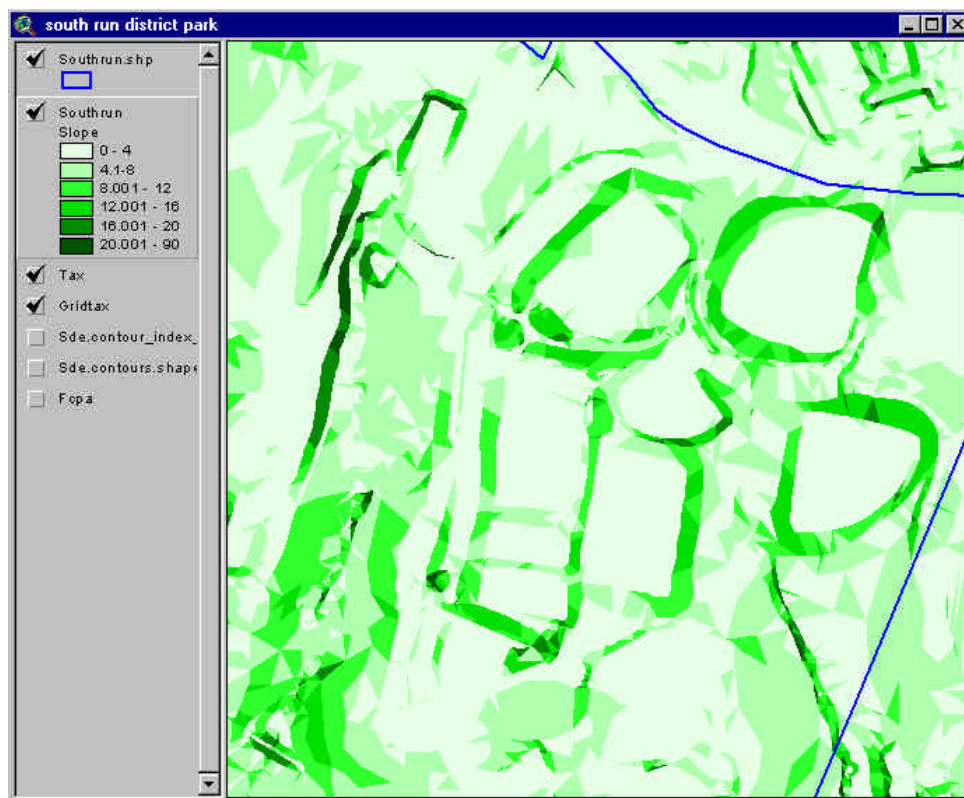
Another use the FRD has used GIS for is to study dynamic equipment allocation. The population of the County generally shifts east during a normal workday and as such a greater number of incidents occur in that portion of the County during business hours. The planning section of FRD has used GIS to model the potential movement of resources to avoid having to build more facilities to respond to these incidents.

FRD has also used GIS to map the location of fire hydrants in the County. This data is fundamental for planning purposes and some of the future applications planned by the FRD. The "fire hydrants" layer has now become a layer available to all users of the GIS data warehouse.

2. - Park Authority (PA) - PA was one of the agencies to make early use of the GIS. In 2000, the Park Authority established a full-time GIS position dedicated to integrating GIS into PA business processes.

- 2.1- Park Registry Database - One of the most interesting projects completed by the PA has been the Park Registry Database and associated data layer. PA staff maintains a comprehensive database of facilities available at each park using Microsoft Access. This database is linked to the GIS layer of park facilities giving users access to all information about any park in the County. This Park Registry database is published along with the associated data layer in the GIS data warehouse.
- 2.2 - Mapping Greenways - Staff members from the Park Authority needed to map Greenways in seven watersheds in order to implement the Park Authority Long Range Plan. Greenways are buffer zones around streams, ponds, and lakes that help preserve the natural habitat for both plant and animal life. A minimum of 300 feet is needed for a Greenway to be successful. Greenways are used to help classify land the Park Authority already owns but also to identify areas that are in need of protection. Ways of protecting these areas include: purchasing the land, establishing a conservation easement, or setting up a cooperative agreement between landowners and Park Authority for land management.

- PA estimated it would take 288 hours to map these areas manually. After making that estimation they determined it was not feasible to complete the entire project and that maybe they could map Greenways for a small section of one watershed. However, when the PA staff contacted GIS staff they were able to use data layers from the County GIS database to complete this project in just 5 hours. Several Arc/Info polygon overlay commands as well as the buffer command were needed to complete the analysis. The Park Authority staff will use 4000 scale Mylar plots of the Greenways plus an ArcView shape file for further analysis and calculations.
- 2.3 - Park Planning: One of the essential tasks of PA personnel is to maximize the recreational space available in County parks. Recently the PA used GIS visualization and analysis tools to help re-organized South Run Park. The following graphic shows a topographic model of the park that was used to determine areas of high slope that would not be suitable for field planning.



3 - Department of Public Works and Environmental Services (DPW&ES) - Apart from the refuse re-routing project mentioned previously, several branches of DPW&ES have gained substantial benefits and are contributing quite a bit of new information to the counties' GIS system. The major efforts organized by branch are:

- 3.1 - Wastewater Management Program - The Wastewater Planning and Monitoring Branch of DPW&ES is responsible for planning and monitoring the County's sanitary sewer system. They are currently using GIS to inventory all existing and proposed sewer lines and facilities, model existing flow rates and capacities to ensure system integrity, and retrieve the records as built in information. They are currently working on a project to convert all Mylar sewer maps to a set of digital GIS layers. They also have a GIS power user developing applications to retrieve and plot this information.

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- 3.2 - Stream Protection Branch - The Stream Protection Branch has used GIS to help manage and protect the County stream network. This winter the group published a comprehensive Stream Protection Strategy Report on the County's Internet site. In the report there are several maps made using the County's GIS system. There port can be accessed at:

http://www.co.fairfax.va.us/gov/dpwes/environmental/SPS_Main.htm.

- 3.3 - Urban Forestry Branch - The Urban Forestry Branch is the primary group responsible for controlling the spread of the gypsy moth. A severe problem in the early and mid-nineties, the gypsy moth devaStated some forested areas of the County. The Urban Forestry Branch, formerly the Gypsy Moth Office, mapped a complete data layer of forested areas in the County from 1991 to 1993. From 1993 to 1996 they converted this data to a digital layer in the GIS data warehouse. From 1995 to present the office used GIS to digitize spray blocks (areas to be sprayed by helicopter). From 1995 to present these digital spray blocks have been directly fed into the helicopters on-board spray system. Using the digitized spray blocks on-board the helicopter saved hundreds of thousands of dollars each year. And, it reduced the amount of staff required to spray chemicals from roughly 200 to just a few.

4 - Office of the County Executive (OCE) - OCE has relied on the GIS program to track and support a countywide deer management plan. The office also used GIS to support a major re-development of over 2700 acres reclaimed after the closing of Lorton prison.

5 - Department of Family Services (DFS) - DFS has used GIS extensively since 1995 for client related projects. DFS has also established a full-time GIS position to help integrate GIS and perform special projects. In 1995, GIS was an integral part of a redesign of the food stamp distribution process. Prior to 1995, DFS had distributed food stamps at local government centers. This created long lines, unhappy clients, and bad press. A new program was instituted to distribute food stamps at local grocery stores. The question then became, which grocery stores? DFS used GIS to geocode the location of food stamp recipients and match them up with local food stores.

In 1996 used GIS to map welfare recipients, childcare providers, and childcare centers to assist in a "Welfare-to-Work" program. The data was analyzed with public transit routes to located jobs and childcare services for people who would no longer qualify for welfare.

6 - Office for Children (OFC) - OFC has integrated GIS into their daily business process. This Office provides a major service to the public of finding daycare centers and providers based on desired locations. The GIS Department developed an Internet Application used by OFC staff to locate all services within a user-specified distance.

7 - Board of Supervisors (BOS) - The members of BOS frequently use GIS to assist with public meetings and presentations, determine equitable regions for little leagues, plan and find areas for new recreation facilities, and help determine homeowner association boundaries.

8 - Department of Vehicle Services (DVS) - DVS used GIS to study the feasibility of centralizing maintenance facilities of the County's 4 main maintenance shops.

9 - Electoral Board and General Registrar - The Electoral Board routinely uses GIS to create public display maps to be displayed at polling facilities. This year the Office teamed with the GIS Department and the County Attorney to use GIS for the redistricting effort. Using year 2000 data from the U.S. Census Bureau, the three departments lead a citizen action group to form new legislative districts.

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10 - Economic Development Authority (EDA) – EDA uses GIS to create maps to support major marketing efforts designed to attract new businesses to the area. The maps are created using ArcView Desktop GIS software. The EDA also uses GIS to perform site-selection analysis for potential new businesses.

11 - Community and Recreation Services (CRS) Department – CRS is integrating GIS into a new athletic facility scheduling system. In the new system a GIS data layer of facilities is being developed for all ball fields and gyms throughout the County. There are 867 fields and 190 gyms in Fairfax County. The CRS Department schedules activity on 627 fields and all of the gyms. Since the new GIS data layer will have attributes for each facility the Department will be able to better match appropriate facilities to particular sport activities. The data layer developed in support of the scheduling system will also be made available to other County agencies for planning and publication purposes.

The fields that are not scheduled by CRS are not considered suitable for scheduling because of inadequate parking facilities as other deficiencies. CRS is planning to use GIS to prioritize and plan improvements to those fields not currently scheduled.

12 - Department of Planning and Zoning (DPZ) – DPZ was the first County agency outside of GIS to hire a full time GIS person. Over the last 5 years DPZ has used GIS for the following:

- To provide professional quality graphics in support of departmental activity such as Board meetings and Public hearings.
- To conduct and existing and planned trails inventory and assist in zoning enforcement and litigation.
- To perform environmental impact analysis and noise contour mapping.
- To determine service areas for Metro Transit Stations and identify areas for planned development.
- To perform custom desktop mapping ad infinitum.
- To create a countywide comprehensive plan layer.

13 - Department of Tax Administration (DTA) – Aside from the Board of Equalization Map Maker mentioned under example 3, DTA has used GIS to create special assessment maps for each real estate appraiser. Appraisers consider these maps essential to their yearly business process of appraising property. Annual assessments are completed on all properties within the County.

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In March of 2001 GIS was used to map out the dramatic changes in assessments from 2000 to 2001. The average assessment went up 11 percent over the last year. The DTA teamed with the GIS staff to create over 170 thematic maps for elected officials showing the percent increase by neighborhood area.

14 - Fairfax County Public Schools - The Schools Planning Office uses GIS to map and create school planning units. These are a unit of geography defined by the schools to assign student population to particular schools. They are used in a similar way that Census Tracts to define districts for elected officials.

15 - Health Department (HD) - HD has used GIS over the years for a number of high profile projects. In 2000, the Department used GIS to help mitigate a rabies problem among raccoons. GIS was used to identify and track sites to orally bait for the animals. GIS was also used to identify and notify homeowners in the project area.



In 1999, the HD teamed with GIS staff to analyze workload among restaurant inspectors. All restaurant locations were geo-coded and potential service areas were created based on network analysis.

Currently, the Health Department is in the processes of performing a pilot project to accurately map well locations in the County and make them available as a GIS data layer. The Department has already documented application uses should such a layer exist.

The Health Department has also used GIS to map the location of naturally occurring asbestos zones. One of the ways the department provides greater access to this information is to generate maps such as the one at the right which is available to customers on the internet. The map which shows orange soil locations was made using the County's standard desktop GIS software package.

GIS is also being used by the Health Department to plan the West Nile Virus response. Spatial location is a key component of the West Nile Virus since mosquitoes carry it locally. Tracking the incidents of West Nile in animals and humans is essential to effectively controlling the disease. GIS enables the Health Department to track not only occurrences but also the treatment areas and optimize the response to the West Nile Virus.

16 - Department of Transportation (DOT) - Aside from the transit applications mentioned previously, DOT has used GIS to map and track road construction projects, perform traffic flow modeling, and create literally hundreds of maps of transportation related data for Board of Supervisor presentations and public hearings.

DOT uses GIS when developing service plans for new bus routes throughout the County. Maps displaying proposed routes are helpful for planners, elected officials and the public to view before implementation. The routes are displayed, reviewed and published in a report, individually and comprehensively, so any unforeseen patterns are revealed thus targeting problems before new bus service starts. Through GIS, visual representation of proposed bus routes enables planners to effectively speed up service to our number one users- the customer.

► **Method of Service Provision**

The GIS Branch uses virtually every possible means and medium to deliver GIS services to County staff, walk-in customers, and residents.

Maps and Publications Office: Traditionally GIS has provided printed wall maps to County staff and the public. The public can purchase the wall maps in the County Central Store in the Government Center's first floor. Also available there are the printed parcel and zoning books. Overall about 10,000 of the maps are delivered annually.

GIS Office Front Counter Support: The GIS Branch provides walk-in support and research to County staff and residents. On average over a dozen walk-in customers are served each day. These services include aerial photography research, parcel research, flood plain information, soil data, zoning and parcel map interpretation and hands on GIS support.

Web Services and Applications: The GIS Branch now delivers all of its applications via either web-delivered or web-based applications. The general public can view parcel and aerial imagery, download pre-made maps, and data. County staff can directly access GIS software applications via their intranet based web-browser. Growth in the use of this medium has been explosive – as illustrated in the Performance/Workload section.

LAN based applications: Selected GIS applications are also available directly over the County's LAN, however the majority of the applications work is via Citrix through the Web.

Consulting to Other Agencies: The GIS Branch provides GIS consulting and application development support to any County agency. This is done with existing staff, contract programmers or a combination.

Special Services: The GIS Branch also provides special GIS services to County agencies. The most recent example is the planning, design, and support of the GIS Services and training for the Citizen's Advisory Committee on Reapportionment. This required a wide range of services from many of the GIS staff for an extended period of time.

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► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Front Counter ¹	4,338	4,308	3,852	3,343	2,942
Agency support (Traditional – Paper Based) ²	6,034	6,487	5,404	5,265	4,910
Agency support (digital) ³	35	50	3,356	7,729	10,048
Internet support (public) ⁴	N/A	50	29,005	352,615	486,200

¹ Includes cash sales and hard copy information requests.

² Annual map orders, right of way projects, zoning projects, DTA projects, and PIN assignments.

³ GIS licenses, Citrix usage, SDE data warehouse sessions, and helpQ calls for support.

⁴ CD sales, "maps" served via GIS Internet applications. These figures are for the public applications as used by County staff and the public. The FY 2001 increase in Internet support is due in large part to introduction of the "DTA Parcel Viewer" Application.

Discussion

The traditional front counter interactions are gradually decreasing, while the total amount of service delivered via the internet has dramatically increased. We expect a gradual decline in front counter/public access service, along with a shift in the services provided through it. Specifically, as the Branch brings its custom mapping application on line, users will be able to create and plot very large maps in minutes, on demand. This has never been done in the County to date. We expect these applications to experience increasing use over time.

The maps served over the Web will continue to increase, and in 2003, could dramatically increase again, as more of the County's Web site becomes spatially enabled and can put data onto a map for users to view. New GIS applications are planned for the Web, in particular a routing program to enable users to quickly plot routes across the County.

The dramatic increase of data served over the Web also has revenue implications for the GIS Branch. The increasing availability of free data on the Web will reduce the need for some of the traditional map products from GIS, and thereby reduce revenue.

Department of Information Technology

► User Fee Information

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0644	Sales - Mapping Division	\$46,583
Current Fee		Maximum Allowable Fee Amount
Fees range from \$0.40 per copy of record plats and plans from files to \$2,850 for an All Digital GIS Data Countywide 3 CD Set.		None
Purpose of Fee: Primarily to recover costs of reproduction. For those items, which are requested in CD format, additional charges are included to cover pro rate data charges and labor to produce and mail.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
<u>Code of Virginia</u> 2.1-340.1	None	2000
Other Remarks:		

70-03-Corporate Application Development and Support

Fund/Agency: 001/70		Department of Information Technology
Personnel Services	\$6,274,099	<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p style="text-align: center;">20.2%</p> <p style="text-align: center;">79.8%</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> ■ Corporate Application Development and Support ■ All Other Agency CAPS </div>
Operating Expenses	\$2,007,963	
Recovered Costs	(\$137,700)	
Capital Equipment	\$0	
Total CAPS Cost:	\$8,144,362	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$8,144,362	
Positions/SYE involved in the delivery of this CAPS	98/98	

► CAPS Summary

The Corporate Application Development and Support Service in the Department of Information Technology (DIT) continues to support the core operations of the County by developing, implementing, and maintaining over 70 computer applications. There have been major changes in the work of this Program during the last four years. Prior to 1997, most of the applications supported were mainframe based and considered 'legacy'. These were the traditional, mainstream, mission-critical and enterprise-level systems that supported the operation of government. Since 1997, the activities of the program have been focused on making numerous changes to the systems resulting from State and Federal mandates, Y2K, agency business process improvement initiatives, and migrating these systems to newer technologies resulting from projects in the technology investment program (Fund 104). This program is currently directing additional focus on modernizing the existing legacy systems to promote the e-government capabilities, providing transactions through the Internet 24 hours a day seven days a week.

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Basic Functions

The County's computer applications support is highly effective. The systems are stable, perform reliably, and meet the basic mission requirements of the agencies supported. Approximately 98 positions under this CAPS ensure that applications providing services for public health and safety, human services, taxation, and land planning and development functions are accessible to facilitate the transaction of County business. In addition, applications required to perform corporate administrative and management functions such as finance and accounting, budget, purchasing, payroll and human resource management, and facilities management are also supported. With an average of about one staff year equivalent per system, it is imperative to keep these systems in optimum operational order and minimize the level of maintenance required. Staff needs to have sufficient depth of knowledge about the software architecture of each application and the business of the user agency to provide quality support. Staff provides services ranging from planning and coordinating major projects, to application system configuration management, software acceptance testing, documentation and training, and systems implementation planning, maintenance and enhancements. They also evaluate business process impacts, assist in resolving problems and reviewing alternatives. Staff coordinates all application issues affecting vendors and users, especially for Commercial-Off-The-Shelf (COTS) software.

Exploring Improved Methods

The Corporate Application Development and Support Service CAPS seeks to optimize the Department of Information Technology through implementation of improved service delivery methods. The goal is to provide the application development services that fit the agencies' needs and are most appropriate to the prevailing business and technical circumstances. Staff are actively involved in researching new software tools that refresh and extend the useful life of some of the mainframe based legacy applications that continue to provide good service for the agency. Such tools facilitate the development of improved user screens using windows type graphical user interfaces, workflow and data extension middleware software and report writing tools that allow agency staff to improve the process flow of work from station to station and to analyze their own data. Staff is also heavily involved in development and technical review of numerous RFP documents that support projects in Fund 104, including Athletic Fields Scheduling, Fast Transit Routing, Alarm System, Storage Area Network and Fleet Management. Staff is also being trained on web-enabling technology so that the traditional systems can be accessed through the web. Some highlighted activities in the CAPS include:

- **In-house application development primarily by County staff** such as the web-based inquiry portion of the Human Services Resource Services and the Victim-Witness System, an Adoptions System for Circuit Court, development of a Court Services Court Appointed Attorney system to appoint and pay attorneys, and a warning ticket process and system for the Police Department. The initiation of a conversion of the Loan Payment System from out-moded software to the County's standard is also in progress.

- **Major In-house application enhancements primarily by County staff** as a result of Board actions, legal requirements or State mandates were completed on several systems. Personnel Resources Information System (PRISM) is a real-time personnel system used by the County of Fairfax. Major enhancements completed included significant changes to both the PRISM and Time reporting modules and the Personnel Budgeting system related to Pay for Performance, new pay scales, and the addition of a new health plan. The initial investigation of the Multi-State Tax withholding process is also underway. The Financial Management Information System (FAMIS) is a real-time accounting system that is used by both the County of Fairfax and Fairfax County Public Schools with one set of software and two separate databases. Included within the FAMIS support arena are a Budget Preparations System, a Fixed Assets Accounting and Control System, and a Loan Processing System. The major projects completed included a purge process of dated information and the creation of FAMIS data warehouse for the Fairfax County Public Schools. The County and Schools Procurement System (CASPS) is a the real-time procurement system that is used by both the County of Fairfax and Fairfax County Public Schools with one set of software and two separate databases. Major projects completed include a purge process of dated information and modifications for CASPS to be interactive with an updated version of FAMIS.
- **Major tax enhancements** over the past two years have included modifications required by the Personal Property Tax Relief Act (PPTRA), Y2K date change programming, and support of a variety of customer service initiatives enabling public access to real estate tax information via the Internet.
- **Selection of commercial-off-the-shelf (COTS) software applications** through the request for proposal (RFP) process using a mix of DIT and agency staff for evaluation, contract management and implementation. This method was used for the Fire and Rescue Telestaff application and the Customer Relationship Management (CRM) IQ software. The CRM IQ software is used by several agencies, including the Board of Supervisors, to track issues, correspondence, complaints and events pertinent to providing answers to our constituents. Joint IT and agency selection of COTS applications was also used to build SYNAPS, a system for the Community Services Board that includes treatment and planning modules. This process was also used to implement an automated "Cashier For Windows" cashiering system primarily for the Department of Tax Administration.
- **County staff integration of vendor COTS, hardware, and County-developed software into a comprehensive system**, such as Positive Identification, including live scan fingerprinting and digital photos for the Police Department and Sheriff's Office. installation of both the Cashier for Windows, an automated cashiering system and Harmony, a system for the Benefits and Services programs of the Department of Family Services included interfacing with tax systems and financial system respectively.
- **Conversions or Interfaces to State of Virginia applications** for the General District Court and Employment Training Services in the State Department of Social Services. The Criminal and Traffic application system supplements the Case Management System (CMS) for the Supreme Court. A project to upload Fairfax County data on a regular basis from the State's social services system is used to generate statistics and management reports on a local level.
- **Custom developed software with the use of contractors**, such as the Zoning and Planning System, LDSNet, the Plans and Waivers system, support the implementation of a contractor-developed Parking Ticket System and modifications to the Human Resources system including the Pay for Performance module. The Complaint Tracking System (IQ) integrated a web-based consumer complaint form and complaint history used by the Department of Cable Communications and Consumer Protection.

Department of Information Technology

Using the Internet

Significant improvements in County services have resulted from using the Internet to improve access to information. Staff has recently developed applications including:

- Citizen access to the Department of Tax Administration assessments and the ability for citizens to query parcels assessments;
- LDSNet and the Land Development Service (Building Code Division) Online;
- The Sheriff's Inmate Programs, a fully functional web-based application; and
- Resource Services System on the Internet giving citizens the ability to query services available to County residences.

Many applications provide access to information on the Internet or Kiosk and via the Interactive Voice Response system. For more detailed information, please refer to the e-government CAPS.

Links with Other Governments

Both the Federal and State governments mandate that Fairfax County provide information to numerous Federal and State agencies and databases. The Corporate Application Development and Support Service staff works with the agencies to fulfill these requirements, primarily in the public safety and human resources areas. Among the many recent examples of these activities are:

- Update of the Virginia Compensation Board's Local Inmate Data System (LIDS) database from the Sheriff's Adult Detention Center Information System (ADCIS) to ensure correct prisoner reimbursements from the State;
- Update of the Virginia Crime Information Network (VCIN) and subsequently the Federal National Crime Information Center (NCIC) from the supported Police Records Management System (PRMS) consisting of numerous databases to enable accurate queries by other law enforcement jurisdictions;
- Provision of mandated Incident-Based Reporting (IBR) statistics to the State Police also from PRMS;
- Comprehensive Services Act (CSA) which covers data and reporting requirements in both the Community Services Board system and the Department of Family Services system for at-risk youth and families;
- Harmony, a Human Services client contract spending system that tracks benefits to clients and payments to vendors in order to recoup funds from the State; and
- Modifications to the Personal Property Tax system required by Governor Gilmore's Personal Property Tax Relief Act;

Department of Information Technology

Electronic Government

E-government initiatives, particularly in the areas of taxes and land planning and development, are expanding to include ever-increasing access to data that formerly was only available by visiting or calling a government office during normal hours of operation. Where legally feasible, access to data in the human services and public health and safety areas will also be made available to our citizens. Maintaining the balance between confidentiality, including HIPAA mandates, and accessibility as the concept of "government without boundaries" is implemented is one of this CAPS more important challenges.

Most of our initiatives have focused on expanding 24/7 access to our constituents and those who serve them. Implementation of the constituent tracking system began in January 1999 with the Board of Supervisors and has continued to expand to other agencies. The constituent tracking system is also used for Complaint Investigations and Licensing and Permitting processes in the Department of Cable Communications and Consumer Protection. Other add-on modules include the Legislative Monitor, customized for Fairfax County's need to respond to pending legislation and the Taxicab Add-In for all taxicab certificates issued by the County. E-government initiatives particularly in the tax area and the land planning and development areas, are expanding to include ever increasing access to data that citizens would otherwise have to either visit or call a government office.

Other Accomplishments

A significant undertaking including modifying numerous applications, some extensively, to ensure successful and continuing Y2K processing occurred in calendar year 2000. This effort resulted in outstanding success and the County did not experience any Y2K software problems. This CAPS was responsible for most Y2K software support for County systems.

This CAPS has made an intensive effort over the last two years to develop and establish improved procedures and documentation. Chief among these are the Application Life Cycle Standards (ALCS), a complete set of procedures and documents to guide the professional staff in either developing applications or acquiring and implementing COTS software, and the automated call entry and change management software (implemented in cooperation with the Enterprise Technology Services CAPS) to standardize the reporting, allocation of resources and responses to application problems. The initiation of a formalized change management process for all applications is also in progress. These endeavors are aimed at improving the CAPS responses to ever changing requirements and technologies, and ensuring appropriate, accurate and timely responses to supported agencies.

This CAPS is also in the second year of a two year project to replace old database applications using Integrated Data Management System (IDMS) with modern, improved applications either by COTS acquisition or development. Generic report writer products will also replace our legacy report writing tool, On-Line Query (OLQ). This project will also improve the underlying database infrastructure.

Department of Information Technology

New Initiatives

Initiatives for the coming year include a comprehensive, integrated permitting system, which will consolidate the inspection workflow processes across several agencies, a Complaint Tracking system and an Address Data Mart for the Land Planning and Developing businesses. In addition, an in-house replacement system for the Adult Detention Center Information System and an Interpreter systems for the Courts are being developed.

A two-year redesign project for the Resource Services System that will be entirely web-based is scheduled for completion in April 2002. The database design is complete and data scrubbing by the users continues. Window design and program coding are in progress. A redesign of the Urban Development Information System (UDIS) is also underway. One goal for this system is to be more integrated with the geographic and tax information. SYNAPS, the Community Services Board system, will be converted to Oracle in order that it may more fully comply with the HIPAA requirements.

Initiatives for the Personnel Information System (PRISM) include a Multi-State Tax withholding process, a new Savings Bond plan, new garnishment deduction process, and modification to deferred compensation. The Financial information system (FAMIS) initiatives include the completion of the Loan Payment System conversion and the replacement of the reporting package for all of the financial systems. The procurement information system (CASPS) initiatives include completion of the Change Management process and the requirement analysis for P-Card Processing. A replacement Fleet management system is scheduled to be implemented. Investigation into web enablement for PRISM, FAMIS and CASPS, and several public safety applications will also be initiated.

One of the latest projects for this CAPS is the implementation of a complete library automation system (Taos) including circulation, cataloging, acquisitions and serial modules. There are also plans to populate the Archibus system with information on lease management, real property management, parking and space management at the Adult Detention Center and Government Center, as well as systems furniture and cabling inventory. The Library's use of the facility scheduling application (Scheduler Plus) is used to schedule meeting rooms, conference rooms and common areas, and will be available to the public within the next fiscal year. Another initiative is the enhancement of existing software in the Office of Public Affairs to manage press releases and improve geographic information, particularly Home Owners' Association data, which will also be available to IQ users.

Staff will continue to collaborate with the Courts, the Office of the Sheriff and the Department of Public Works and Environmental Services to ensure the Courthouse expansion project results in a modern technology Courthouse.

Several imaging systems for a variety of agencies, including one for archival information or box management, are planned. This CAPS will provide expert assistance, contract and project management and staff resources to ensure these projects are implemented according to standards.

Trends

The trend for application development is to increase efforts to facilitate more of the major systems to be web-enabled and participate in the e-government program through a variety of technologies including the Internet and Interactive Voice Response, and, update the underlying technology in the legacy systems. Making the information more accessible places a higher demand to retain and train skilled staff who can manage both operational support and the new technologies needed to improve the interactions between the County government and the public.

Future Challenges

- The most critical challenge facing information technology providers remains keeping up with the pace of change and using new tools effectively to meet end-user requirements and expectations. Advances in technology can enable the workforce to provide better and faster service at a reduced cost. However, new technology itself can be costly and complex, so it must be adopted carefully and integrated wisely into the existing technology infrastructure of an organization.
- Over the past several years, a number of applications have been replaced, enhanced, and/or augmented with new technology to better serve the citizens of Fairfax County. Some of our legacy systems have been replaced with client server applications that promote data sharing. Some legacy systems, as well as new applications, now have web-enabled functionality that facilitates direct service to customers through the Internet. This trend will continue as the County moves forward into the 21st century. The challenge is to provide this new technology as rapidly as resources allow, while differentiating, as much as possible, between long-term viable technologies and those that may not withstand the test of time.
- The application of technology to business processes creates opportunities to analyze and improve them to enhance the efficiency and effectiveness of the organization. Over the next five years, DIT will continue to provide leadership and expertise to assist our customers in analyzing business processes for continuous improvement of operations. To support these efforts, DIT will develop appropriate countywide policies, plans and procedures to ensure the efficient utilization of technology.
- Increasing the accessibility of County government to citizens and businesses demands that we have staff that can manage both operational support and the new technologies. To accomplish this, we have to retain and train skilled staff. Training and re-skilling has to occur continuously to keep up with the rapid pace of technological change. This constant demand for keeping staff current in a world of constantly changing and improving technologies challenges the traditional primacy of instructor-led classroom training. Efficient, cost effective Technology-Based-Training (TBT) allows employees to learn at their own pace, at times that are convenient to them and with minimal disruption to the staffing requirements of the workplace.

DIT will work to bring these benefits to Fairfax County by focusing primarily on e-learning technology as a means for delivering corporate-level business information systems training to County employees. E-learning is an end-to-end, technology-based, knowledge solution for providing training over the County's Infoweb. It can be used as a stand-alone delivery method or integrated with instructor-led classroom training to provide a "blended learning" approach. Additionally, DIT will employ other methods of technology-based training (TBT) such as distance learning and computer-based training. TBT initiatives will transform the way County employees obtain the knowledge, skills and abilities required for performing their job functions.

Department of Information Technology

There have been major changes in this CAPS during the past four years. To support citizen's demands for improved customer service from County agencies, the Corporate Application and Support CAPS has responded with systems that provide on-line data to the community. With the advent and expansion of public access technologies, such as the Internet, Kiosk and Interactive Voice Response system, it has become imperative to serve our customers by connecting what were once purely internal systems to the outside world. Public access is becoming the daily work of this CAPS.

► **Method of Service Provision**

This CAPS is supported directly by County staff assigned to DIT, augmented by outside consulting assistance as well as for temporary staff supervised by County Staff for assistance with large projects.

It should be noted that many of the services that are provided to citizens and other County agencies are available 24 hours a day, 7 days a week. DIT staff works normal Monday through Friday business hours, but must be available for operational support of applications on nights and weekends, and during special periods of activity. The necessity for working outside and often in addition to normal hours is especially true within the Public Safety and other areas that require 24/7 operations of IT applications. This is also the case with the growing public access/Internet applications.

► **Performance/Workload Related Data**

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Number of Change Requests for production systems	505	707	953	1,889	1,900
Number of Minor Projects	37	39	39	70	105
Number of Major Projects	23	41	65	61	57

70-04-Communications Technologies

Fund/Agency: 001/70		Department of Information Technology
Personnel Services	\$1,927,165	<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p style="text-align: center;">81.9% 18.1%</p> <p style="text-align: center;">■ Communications Technologies ■ All Other Agency CAPS</p>
Operating Expenses	\$13,339,769	
Recovered Costs	(\$8,393,811)	
Capital Equipment	\$412,620	
Total CAPS Cost:	\$7,285,743	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$7,285,743	
Positions/SYE involved in the delivery of this CAPS	25/25	

► CAPS Summary

The Communications Technology Services CAPS in the Department of Information Technology (DIT) has the responsibility for planning, designing, implementing, and managing the County's communications network, providing County employees an effective voice and data communications system in supporting County government. Communications equipment, network, services and support are provided for all County agencies and independent authorities (with the exception of the Water Authority); over 400 agency locations are currently supported. In addition, this service and support extend beyond County locations to external networks, such as the Commonwealth of Virginia Department of Information Technology, State Government-to-County Government services, Public Safety, State Courts, ADVANTIS, VCIN, NCIC, Fairfax County Public Schools, the Internet, and various mandated Federal and State Human Service Programs and agencies.

Department of Information Technology

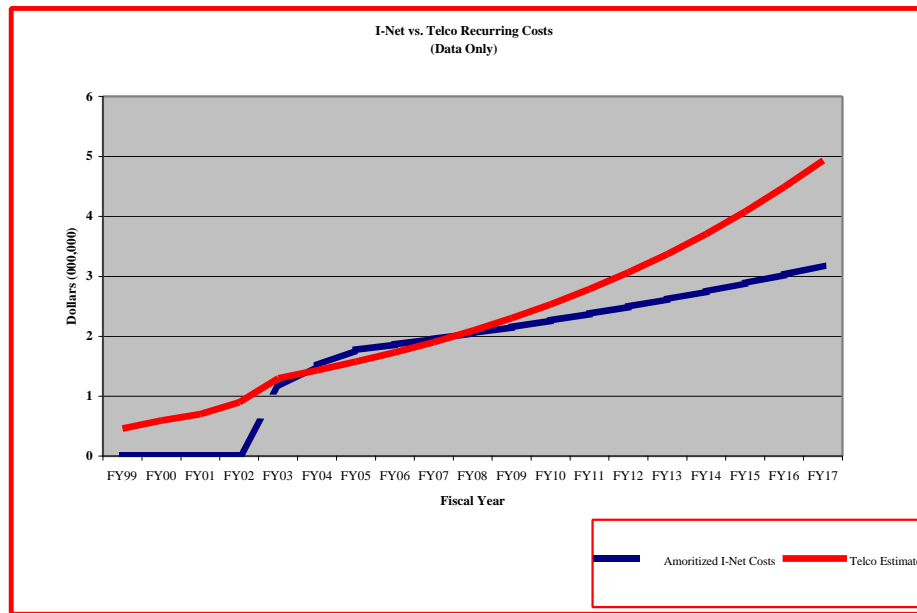
Communication Services (voice and data) provides communication service and support to over 12,000 employees located at over 400 County facilities and office locations, including parks, firehouses, group homes, recreation facilities, police stations, SACC centers, health clinics, libraries, governmental centers, maintenance shops, etc. The primary staff for support of this technology is located at the Government Center. Staff is responsible for the design, planning, implementation, management and support of the voice and data communications networks on a 24 x 7 basis. This service includes coordinating the provision and maintenance of all electronic (voice and data) communications for Fairfax County government and related agencies; managing and maintaining all communications equipment and services; designing and implementing communication features and applications; planning and managing the installation of new communication equipment and services; evaluating emerging communications technologies for use in the County; providing countywide support of pagers and cell phones, and supporting the communications needs of critical County functions such as shelters, child care facilities, and the public safety agencies, including the Public Safety Communications Center and the E-911 system.

A recent addition to this group's responsibility is the planning, design, implementation and eventual maintenance and support of the County's new Institutional Network (I-Net). The I-Net is the foundation layer for all communications technologies. This fiber optic network will provide a cost-effective, reliable, and flexible infrastructure which will give the County to be able to adjust to its communications bandwidth requirement sans the 'phone company and associated contracts and service availability'. The I-Net will provide virtually "unlimited" bandwidth to meet the County's present and future communication network requirements. It will truly become the "super highway" for the County's internal video, voice and data communication network. The Fairfax County Public Schools is a partner with the County in this implementation.

Although similar bandwidth is available through local telephone companies (telco), it comes at a significant price, a loss of flexibility, and for some services, only limited availability. The I-Net's "unlimited" bandwidth, will allow the County to amortize its cost over the life of the I-Net with an overall cost savings. From a financial comparison, the I-Net when amortized over the 15-year life cycle of the franchise makes good business sense. Below is a comparison of data communications cost (excluding voice and video). If voice communication costs were factored into this analysis, substantial savings could be realized with the elimination of the internal telco provided services now required for agency-to-agency and building-to-building communications. As such, the following list of factors incorporated into the methodology represents a very conservative view:

- Only data communications are considered;
- The I-Net is amortized over the life of the franchise (15 years);
- Maintenance and replacement equipment costs are not included, since they would be required regardless of I-Net installation or continuance of telco service; and
- Telco rate increases after FY 2002 are based on a very conservative 10 percent growth rate. I-NET costs beginning in FY 2003 are inflated by adding 30 percent of telco costs based on the assumption that some telco circuits would still be required to maintain backup circuits for high priority sites, such as Public Safety, Fire and Rescue, and some small Human Services sites.

Department of Information Technology



Accomplishments

Over the past few years several initiatives have been undertaken by the County's Communication Group, some were in preparation for the I-Net's arrival, while others were to take advantage of technology advancements to improve reliability and increase the speed and capacity of the network infrastructure. In that timeframe, the County's network has been converted from the older Token Ring technology to Ethernet which increased both capacity and speed of the Local Area Network (LAN); the Government Center Campus has been upgraded increasing capacity 10 fold while adding full LAN redundancy; all limited-function equipment has been replaced with intelligent equipment which permits remote manageability, thereby reducing travel time to repair network outages; a new remote access security system and Enterprise firewall has been installed to beef-up our network security and protect against unauthorized network intrusion; and Network Management systems have been installed to provide an ability to monitor the Local and Wide Area Network. Additionally, in support of existing and planned e-government initiatives, the County's connection to its Internet Service Provider (ISP) has been expanded offering a **25-fold** increase in capacity and speed. This change will enable both employees and County citizens to more quickly access County data and meet the requirements of new Web-enabled applications. The redesigned County's Web pages reflect the desire to provide our constituency a value-added approach to acquiring County information through an easier and more intuitive approach by using a functional rather than departmental view of information. Several new countywide e-government initiatives will lead to increased citizen and employee accessibility of County information via the Internet. To provide our employees additional capability, we have commenced a multi-year project to re-cable the Government Center Campus. The new cable will provide additional capacity and speed which will permit County employees full desktop support of integrated voice, video, and data, allowing for new technologies, such as streaming video, video teleconferencing, IPTV, unified messaging, etc.

Department of Information Technology

The above network enhancements have significantly improved access to County critical information, resulting in the following:

- Reduced operational and maintenance costs by installing new communication equipment thereby increasing availability of replacement parts, when components fail;
- Improved reliability and increased capacity to support ongoing and future application while providing a faster flow of information between County agencies;
- Improved service levels to the public by empowering County employees with the technology to more expeditiously extract information to fulfill County citizen requests;
- Increased public satisfaction with government services and the attractiveness of Fairfax County to prospective businesses and residents by more quickly responding to constituent inquiries or business transactions saving valuable private and corporate resources; and
- Reduced staff time permitting redeployment of staff to higher value-added issues, i.e., increasing number of customers serviced and/or providing improved services at a lower cost to County citizens.

Future Initiatives

In recognition of the changes taking place in the voice and data communications environment, the management and structure of the voice and data branches of the Technology Infrastructure Division have been converged into a single County voice and data communication service. The team is undertaking an expansive telecommunications study which will provide a strategic plan for deployment of telecommunications technology, investment decisions, and service provisioning methodology of the CAPS for the future.

Initiatives planned for FY 2002 and FY 2003 will include pilots and full implementation of technologies such as Voice over IP (VoIP), Virtual Private Networks (VPN), wireless LANs, reconfiguration of the network to Natural Address Translation (NAT), proxy servers, teleconferencing and full motion video, etc. Each of these technologies will require significant effort from our new Communications Group, but successes in these technologies will provide significant benefits to the County.

Voice over IP (VoIP) will result in significant increases in capability while reducing overall network costs through the utilization of a single network cable and network appliance to provide voice, data and video services to the client. VoIP reduces not only initial implementation costs but reduces overall maintenance and support costs. Having only a single cable and one type of equipment reduces our spare parts inventory, and minimizes the diagnosis of problems or outages. However, VoIP may require an increase in the skill set of the network technician. Now, instead of being proficient in one technology, the technician must have an understanding of all three technologies to properly implement and service this network environment.

Virtual Private Networks (VPN) is another initiative, which will result in a significant advantage to the County by increasing the security of the data transmitted, providing easier access by employees, and reducing overall network costs. Since VPNs use the public Internet to securely connect remote offices and remote employees at a fraction of the cost of dedicated, private telephone lines the County could eliminate the need for the racks of modems required for remote access. And since most users will have local access to their ISP, elimination of the County's long distance or 800 service for data access is anticipated. One of the biggest advantageous of VPNs however, is that VPNs permit access to protected network resources by only authorized users and through the use of highly sophisticated encryption techniques.

Recent improvements in the transmission characteristics and capacity of wireless technology, make it more readily acceptable for inclusion in the County's inventory of network technologies. Wireless LANs redefine the way we view LANs. Connectivity no longer implies attachment. Local areas are measured not in feet or meters, but miles or kilometers. An infrastructure need not be buried in the ground or hidden behind the walls - an "infrastructure" can move and change at the speed of the organization. With this in mind, there are many locations where this technology makes sense to Fairfax County, i.e., Board Auditorium, Conference Rooms, training rooms, other general use areas, and even more importantly, in on-site emergency events, such as command posts for Public Safety Emergency Response Teams. The ability to send and receive critical information in times of catastrophic emergencies is vital.

Natural Address Translation (NAT) and the use of proxy services provide increased security for the County's network. NAT is a re-addressing scheme, which allows only a single IP address to be seen outside the County's internal network. This reduces the possibility of a user determining the IP address of a specific device, i.e., PC, router, switch, etc. and thereby compromising access to the network. Proxy servers provide two advantages, increased security and increased Internet speed. Proxy servers are devices, which store copies of the County's public data, as well as received static Web pages. Users never "touch" the live data stored behind the firewall on the internal Network. The user thereby retrieves the data quicker, a "cyber" hacker can only corrupt this copy of the data, not the real protected data, and the County can quickly restore the data by simply providing a new copy from the protected database.

Another major initiative planned for FY 2002, is the development of a Telecommunications Master Plan. A contract has been awarded for a Telecommunications Study to provide this Telecommunications Master Plan, which will include both tactical and strategic plans pointing the direction for the County to follow in its telecommunications strategies for the next decade.

► **Method of Service Provision**

The work of the communications technologies group is accomplished by County staff who apply management, design, installation, monitoring, maintenance and support techniques common to information technology installation. The staff in this CAPS has specialized expertise in deploying an effective, efficient, cost-justified, maintainable and reliable enterprise-wide voice and data communications network. Previously, these two sub-groups, data and voice, performed these functions under two different philosophies and infrastructures. The data group provided this support through minimal use of outside contractors and performed most of the effort through the use of in-house resources. The voice group provided service through contracted services. The staff coordinated with agencies and vendors to determine communication requirements and design solutions. The outside contractors under staff supervision did most of the actual work. Both the I-Net implementation and other initiatives planned will assist the consolidation of these support methodologies. Full economies will be realized as staff is cross trained in the technologies, and as the services are migrated to the I-Net backbone.

► **Performance/Workload Related Data**

The County's voice and data networks continues to grow, in terms of cost, sophistication, and increased demand on our Communication staff. The Communication Group now supports over 12,500 data ports and over 15,000 voice ports. Additionally, initiatives already in place and those planned, as described above, have resulted in many significant changes with many more occurring in the future. Gartner Group, a recognized consultant in IT research and investigation, and others now document that network technologies refresh, on an average, every 18-24 months. This will provide added strain on County fiscal and staff resources, as the County tries to maintain network currency. Adding to this situation is that County agencies continue to add or expand programs, which in turn require new or expanded network resources to provide both intra and inter County links. The Internet and Web-enabled applications have rapidly expanded requiring expansion of our ISP connection from a single T1 to a high capacity DS3 (a capacity equivalent to approximately 31 T1s). Future initiatives and technologies, such as streaming video, video and teleconferencing, more integrated and complex applications will outpace existing communication infrastructures unless those infrastructures are continually updated and enhanced. The vision of the County's Communication Group is to provide a network that is totally transparent to the user and the user's application and allow for the seamless flow of voice, data, and video information. The County, to maintain its viability and reputation as a leader in technology, as well as meeting the needs of its employees and clients, must maintain currency of its voice, video and data networks.

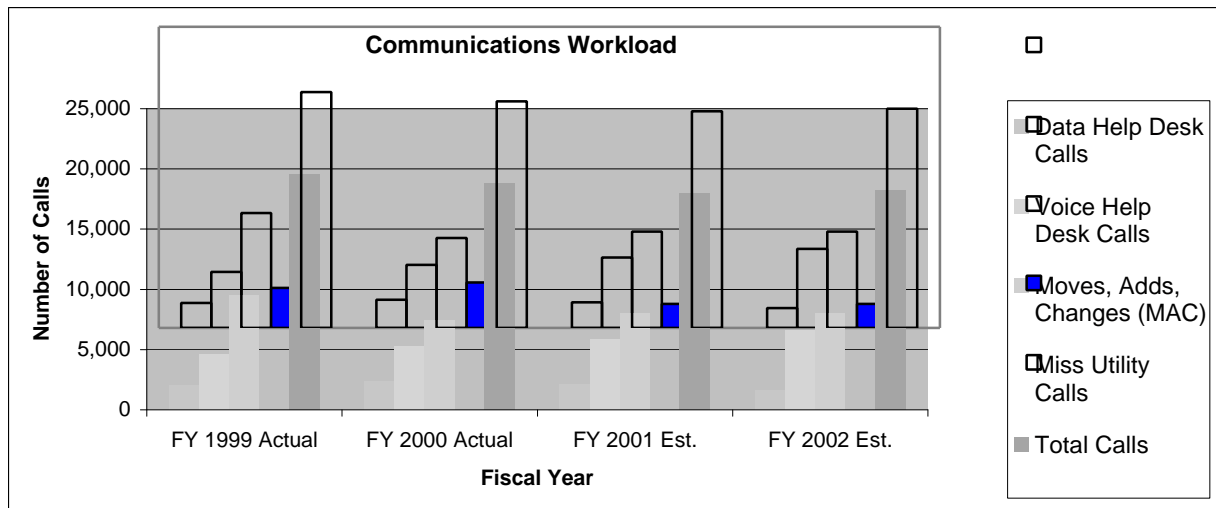
Staff workload in planning, developing, and implementing new technologies to maintain this currency is exacerbated by the day-to-day requests for assistance from our user community. The charts and graphs below describe some of the effort needed to meet these day-to-day operations. Although this staff supports over 95 LANS and has seen network capacity increase over 300 percent and the number of LAN connections increase by 30 percent, one of the distinguishing observations is the reduction in the number of help calls during the past year. Although conclusive data is rather limited, it is our analysis that this reduction is a result of the Ethernet conversion, which replaced all the aging Token Ring equipment with new redundant and fault tolerant Ethernet equipment. As new equipment is put in place and the existing cabling plant is replaced with newer higher capacity cable and fiber, calls for assistance should continue to decrease. Unfortunately, in the voice communication field we are seeing just the opposite result. The County is still using many older PBX and Centrex systems that have met or surpassed their expected life expectancy. Continued use of these systems requires more and more daily "care and feeding" and results in additional calls for assistance from our user community. Additionally, these older systems reduce the County's ability to move forward into new areas of communication technologies. One of the first priorities for the Telecommunications Study consultant will be to identify these systems and provide immediate recommendations as to their status and replacements.

Department of Information Technology

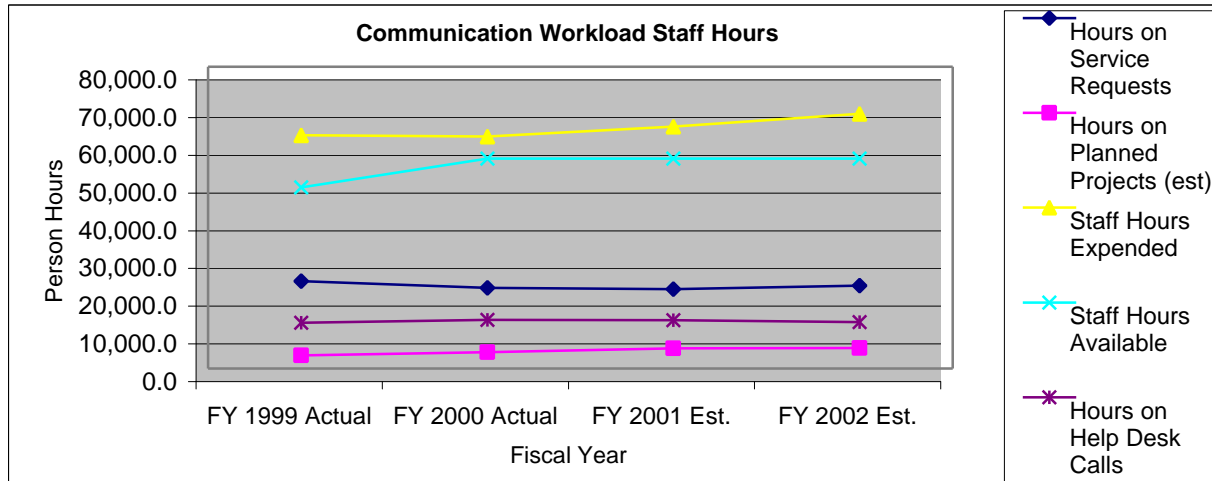
Title	FY 1998 Actual ¹	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Data Help Desk Calls	N/A	2,074	2,345	2,130	1,650
Voice Help Desk Call	N/A	4,645	5,230	5,858	6,561
Moves, Adds, Changes (MAC)	N/A	9,525	7,463	8,000	8,000
Miss Utility Calls	N/A	3,327	3,780	2,000	2,000
Total Calls	N/A	19,571	18,818	17,988	18,211
Hrs. on Help Desk Calls	N/A	12,094.2	12,877.5	12,780	12,316.5
Hrs. on Service Requests	N/A	23,133.6	21,361.7	21,000.0	22,000.0
Hrs. on Planned Projects	N/A	3,456	4,350	5,355	5,450
Staff Hours Expended	N/A	61,817.4	61,465.9	64,129.8	67,514
Staff Hours Budgeted	N/A	48,000	55,680	55,680	55,680

¹ Data is unavailable for FY 1998.

Communication Technologies



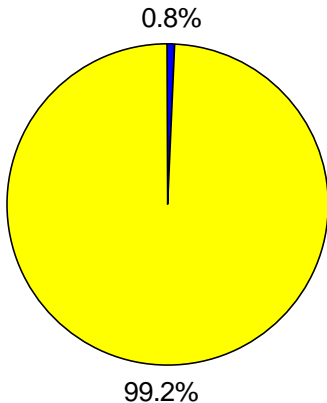
Department of Information Technology



A recent Total Cost of Ownership (TCO) study conducted by Gartner Group pointed out that although the County was receiving an outstanding cost benefit result from its existing Communications staff, who not only handles problems effectively but at a cost well below industry standards, staff should be spending more time in the area of communication vision and planning. It should be noted in the above diagrams, that as the County replaces aging equipment with newer, more fault tolerant and redundant equipment, calls for assistance and repairs should continue to diminish. This increase in available time should permit staff to concentrate on the administration, monitoring and planning of the technology and better meet the needs of our constituent users.

Although neither voice nor data communications networks are directly mandated by Federal or State regulations, many of the applications and program offerings of the County are mandated. Many of these mandated programs have monetary penalties prescribed should mandated timeframes for service not be met. The voice and data network provides the mechanism and structure to assist County agencies to meet those mandates. A perfect example of these mandates is the new Food Stamp program. This new program will phase out the old paper food stamps and replace with plastic debit cards. Jurisdictions must have in place the requisite communication network to permit the electronic use of these cards. This will involve specialized equipment at County locations for distribution and receipt of cards and for maintaining communications to State and private databases on the use of these cards. All of this must be provided within a stable and secure network infrastructure. Fairfax County will pilot this new program in the Fall of 2001 with full implementation in early Spring of 2002. Additional mandated programs, such as the new HIPAA rules and regulations will place added burdens on the County network for security and safe guard of personal data, its storage, and accessibility.

70-05-Information Security and Protection

Fund/Agency: 001/70		Department of Information Technology
Personnel Services	\$323,970	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">0.8%</p> <p style="text-align: center;">99.2%</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> ■ Information Security and Protection ■ All Other Agency CAPS </div>
Operating Expenses	\$0	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$323,970	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$323,970	
Positions/SYE involved in the delivery of this CAPS	5/5	

► CAPS Summary

The Information Security and Protection CAPS in the Department of Information Technology (DIT) is responsible for ensuring the implementation of information security practices within the County government that gain public confidence and protect government services, privacy and sensitive information. The role of Information Security Management is to protect the confidentiality, integrity, and availability of systems, networks, and data. In order to institute this management framework for information security, the information protection staff continually serve as (1) catalysts for ensuring that information security risks are considered in both planned and ongoing operations, (2) central resources for advice and expertise to units throughout the organization, and (3) a conduit for keeping top management informed about security-related issues and activities affecting the organization.

Department of Information Technology

Specific activities of the Information Security Management staff include:

- exploring and assessing information security risks to business operations;
- researching potential threats, vulnerabilities, and control techniques and communicating this information to others in the organization;
- determining what policies, standards, and controls are worth implementing to reduce these risks;
- developing and adjusting countywide policies and procedures to ensure information systems reliability and accessibility, and to prevent and defend against unauthorized access to systems, networks and data;
- promoting awareness and understanding of security issues among program managers, computer users, and systems development staff and ensuring sound security principles are reflected in organization's visions and goals;
- developing and implementing programs to ensure that systems, network, and data users are aware of, understand, and adhere to systems security policies and procedures;
- participating in assurance of security compliance with regulatory requirements;
- participating in network and systems design to ensure implementation of appropriate systems security policies;
- conducting risk and vulnerability assessments of planned and installed information systems to identify vulnerabilities, risks, and protection needs;
- developing systems security contingency plans and disaster recovery procedures;
- monitoring various aspects of the organization's security-related activities;
- establishing a computer incident response capability, and, in some cases, serving as members of the emergency response team;
- accounting for the number and types of security incidents;
- facilitating the gathering, analysis, and preservation of evidence used in the prosecution of computer crimes;
- assessing security events to determine impact and implementing corrective actions;
- ensuring the rigorous application of information security/information assurance policies, principles, and practices in the delivery of all Information Technology services.

The concept of Information Protection was initially introduced into Fairfax County in approximately 1982 with the establishment of an Computer Security Group. At that time, efforts were strictly limited to defining users and providing access control to applications located on a IBM mainframe Computer. Since that time, automated information processing has become more de-centralized and resulted in the creation of an enterprise network, and, in some cases, agency-specific networks that are integrated into the County's Enterprise Network. Additionally new technologies, such as the Internet and Intranet, were employed which precipitated a need for a new Information Security Architecture and Infrastructure support. Security objectives turned outward from internal User ID and password administration and

mainframe access control, to decentralized management. To facilitate this decentralized approach, Agency Information Protection Coordinators (AIPCs) were appointed within agencies to coordinate information protection issues with DIT's information protection staff. The duties of the AIPCs were expanded from User ID and access control administration to include security education, awareness and training. This new role was documented in the Fairfax County Information Protection Manual (IPM) that was initially published in May 1999. The IPM provides the framework for the new Security Infrastructure. As a result of this movement, the Information Security program currently consists of centralized management with decentralized activities. However, program oversight rests with the Information Protection Officer within DIT who is responsible for establishing standards, monitoring activities and establishing protection criteria.

Initiatives

A number of significant initiatives occurred during FY 2001 to extend and enhance the capabilities and services provided by Information Security Management.

- **Use of Consulting Services.** As the County migrated from a single computer platform to a more distributed information-processing environment over an enterprise network, it became evident that security-consulting services were needed. Specifically as we began to develop our e-government initiatives, it became imperative that several parallel actions were required.

Approximately three years ago, consulting services were used to perform an evaluation of our existing firewall topology and rule set. Results of this effort included findings that caused a change in firewall topography and ultimately employment of a new firewall technology.

Approximately two years ago, a consulting firm was employed to perform a countywide vulnerability assessment to determine our security posture in regard to our vulnerability to malicious hacking. A phased approach was employed and this activity is continuing to date. Initial findings have resulted in improvements to the network perimeter. Additionally, general information security support Statements of Work have been issued and support has been provided in policy development, analysis and the providing of security recommendations. Use of consultants has already proved invaluable and a stronger information protection posture is currently in place.

- **Perimeter Vulnerability Assessment.** The objective of performing the network perimeter vulnerability assessment has been to establish the County of Fairfax's security baseline as it relates to electronic threats and vulnerabilities associated with Internet connectivity. Through contractual support, commercial and public domain tools often employed by hackers, were used to perform analysis on Fairfax County devices that are Internet-accessible. The information that is acquired from the scan identifies potential weak points in configuration and/or architecture. The findings provided the impetus for the implementation of processes and procedures required to minimize risk and improve the County's security posture.
- **War-Dialing Assessment.** The objective of performing the War-Dial has been to attempt to establish a connection to remote access servers or unregistered modems behind the perimeter or firewall, as well as searching for weak security points, such as common usernames and weak passwords. Through contractual support, extensive scanning has been performed on a sample block of analog phone numbers. The information provided from this scan is being utilized to eliminate unsecured remote access.

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- **Internal Network Scanning Assessment.** Internal scanning detects unauthorized capabilities on the internal network. Through contractual support, commercial and public domain tools were used to perform the analysis. The results of this analysis are being utilized to address vulnerabilities associated with system configuration, unidentified or undocumented services and equipment, and to address network segmentation issues.
- **Network Architecture Review.** The objective of performing the network architecture review has been to evaluate the current and planned network architecture and recommend enhancements to increase the security of the proposed network.
- **Firewall Ruleset Analysis.** The objectives of performing a ruleset review have been to evaluate the firewall ruleset and provide configuration guidance for the proper secure configuration of the firewall. This analysis has led to development of a draft firewall policy and documented process and procedures for making changes to the firewall.
- **Digital Signatures.** In December 1999, the County joined the Commonwealth of Virginia in accomplishing a proof-of-concept for the use of Digital Signatures within Virginia. Fairfax County participated in a pilot program with the Department of Motor Vehicles in Richmond, VA, to electronically transmit and receive revenue-generating reports. Reports were electronically generated in Richmond, digitally signed and transmitted using e-mail to the Department of Tax Administration (DTA) in Fairfax County. Within the DTA, the reports were analyzed, validated, and verified. The final report was signed with a digital signature and then transmitted via e-mail back to DMV. This pilot was a success and proved that digital signatures could be used within our technical infrastructure environment.

Fairfax County continues to work with the Digital Signature Implementation effort with the Commonwealth. Fairfax County is the representative for local governments on the state Commercial Off the Shelf Software (COTS) Digital Signature Implementation subcommittee.

Currently, efforts are being undertaken to work with County agencies to identify documents that are being sent to Richmond to determine if these documents could be sent in an electronic format with an electronic/digital signature. Additionally, other internal County documents are being evaluated to determine the feasibility of using electronic documents with electronic/digital signatures. A digital signature process will be in place and operational during this fiscal year.

- **E-government Security.** The Security Infrastructure is evolving to meet the increased need for e-government activities. Initial efforts are underway to identify, evaluate, and implement software and hardware products and e-commerce methodologies, to make the security architecture more robust to adequately handle e-government challenges. Specific efforts have been directed towards Public Encryption Infrastructure (PKI) capabilities. The first PKI efforts were employed approximately two years ago with the use of digital certificates at the server level. Certificates, which identified specific Internet servers and provided encryption capabilities, were installed and used on Internet Servers to enable encrypted server-to-server communications.

Accomplishments

- **Anti-Virus Protection.** The County uses the Three-Tier protection model with anti-virus software employed at the Internet Gateway, on servers and on desktop/laptops. With the implementation of a new firewall, anti-virus software will be employed at the firewall level. Approximately one year ago, an intensive effort was undertaken to identify all servers and desktop/laptops and ensure that virus protection software was employed and current. Since that time education efforts, along with procedures, have been developed and implemented to ensure that all users keep anti-virus software current. In addition, virus protection was expanded on the Outlook E-mail platform by employing anti-virus software with the capability to perform subject-line filtering. Currently the majority of malicious code attacks (e.g. virus, Denial of Service, WORM, etc.) are being stopped preventing an infection of the system.
- **Firewall Implementation.** External communications entering the County's system are routed through dedicated circuits or via the Internet. All external traffic transiting the Internet is routed through a firewall before access to the County's system is granted. Behind the firewall the County has implemented a public/private network topology. Platforms that contain publicly accessible information are located on the public network. Platforms that require more protection are located throughout the private side. The firewall is implementing controls to ensure that the majority of external hosts are denied access to the internal network.
- **Mainframe to Decentralized Network Infrastructure.** The Security Infrastructure currently in effect is a centrally managed enterprise effort using decentralized computing platforms. Every County user is granted the required access necessary to perform job functions. User identification and authentication is based upon a unique User ID that is used to create access accounts on the mainframe, network, servers, and other platforms. Auditing on all platforms is conducted based upon this User ID. Users are authenticated to the system by using passwords uniquely connected to the User ID. Security functionality (i.e. User Identification and Authentication, Access Control and Auditing) is accomplished at the operating system, with such functionality that is inherent to the operating system, and at the application level using internal access tables and application specific controls.
- **Use of Security Tokens for Dial-Up Remote Access.** Within the County, Dial-Up Remote access is granted to individuals who are approved telecommuters; users who periodically need to access the system from home or other locations, and individuals who need access while traveling. By use of Dial-Up Remote access the user is provided the same access as if the user were physically present at his or her workstation. Within the past two years, the Dial-Up Remote access program received a major upgrade. Dial-Up Remote authentication moved from a call-back authentication procedure to use of security tokens, which provide two-factor authentication. An authentication server was added to the network and is used to identify and authenticate users. Each user is issued a security token that is used in conjunction with the user's unique identifier to provide the two-factor authentication.

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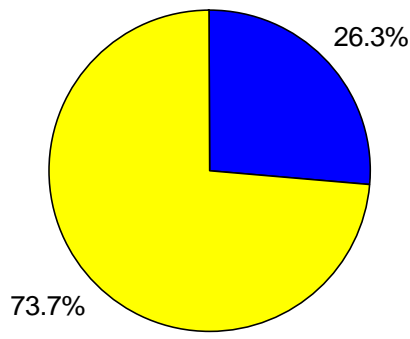
► Method of Service Provision

Services are provided primarily by internal staff. Consultants/contractors are utilized as needed for special projects or for areas where additional staffing is needed.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
User Accounts Supported	N/A	23,897	25,402	27,588	28,800
Dial-Up Remote Access Accounts Supported	N/A	642	860	1,350	1,500
Security Administrative Support Actions	N/A	21,592	14,500	13,800	11,000

70-06-Enterprise Technology Services

Fund/Agency: 001/70		Department of Information Technology
Personnel Services	\$4,128,733	<p style="text-align: center;">CAPS Percentage of Agency Total</p> 
Operating Expenses	\$5,842,385	
Recovered Costs	\$0	
Capital Equipment	\$610,000	
Total CAPS Cost:	\$10,581,118	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$13,862,998	
Total Revenue:	\$13,862,998	
Net CAPS Cost:	(\$3,281,880)	
Positions/SYE involved in the delivery of this CAPS	58/58	

► CAPS Summary

The Enterprise Technology Services (ETS) CAPS in the Department of Information Technology (DIT) provides the technology infrastructure framework for enterprise computing in Fairfax County. Services are provided for all County agencies, as well as the Fairfax County Public Schools, the Fairfax County Water Authority, and Circuit, General District, and Juvenile and Domestic Relations Courts. ETS provides a single point for enterprise data access, storage, hardcopy and recovery needs, and performs comprehensive platform architecture support services for mainframes, NT and Unix servers, PC's, operating systems, databases, middle-ware technology, and print services.

ETS maintains the County infrastructure standards and serves as a consultant to County agencies providing system integration services that meet County business architecture requirements from assessment through operation for commercial-off-the-shelf (COTS) and custom developed applications, as well as providing continuous infrastructure improvements to enable the County to easily adapt to constant change in service delivery requirements.

Department of Information Technology

ETS actively participates and/or consults with agencies in the following areas:

- operating system and middleware hardware/software configuration, management, and monitoring;
- system development;
- technology architecture requirements for new systems;
- system problem resolution;
- database design, and administration; and
- server procurement and installation and monitoring.

Background:

Enterprise Technology Services (ETS) provides platform, database and middle-ware architecture support for over 200 applications and 10,000 users in the County. Not only serving day-to-day needs and problem resolution, the team also provides strategic technology planning and supports the Public Safety, Human Services, Planning and Development and Finance/Revenue business areas by delivering business driven technology solutions. ETS also serves as an internal consultant to agencies in the analysis, design, implementation, and maintenance of agency specific and enterprise, web, and client server systems.

In addition to the above mentioned activities, the ETS performs technical reviews of all agency hardware/software procurements, serves on the Selection Advisory and Technical Advisory Committees for the Department of Purchasing and Supply Management (DPSM) technical procurements (i.e., RFP's), and participates on Agency/Vendor Teams in the implementation of all new application systems.

Since 1997, the Enterprise Technology Services Group has embraced and adopted IT industry technology architecture innovations that have enhanced business information storage and retrieval activities. The number and type of computer end-users in the County have also changed significantly since 1997 with users being more knowledgeable and sophisticated concerning system features and capabilities of computer systems. As a result, ETS has transformed itself from a purely mainframe-centric Data Services Center to a multi-tasking, multi-platform data services organization capable of supporting the County's ever changing business data requirements. For example, five years ago, most applications were mainframe based, however given the introduction of the Internet and customer driven changes in business service delivery models, server based application systems and have grown dramatically in the County in the past 5 years. (See Charts in Performance Measurements section).

In addition to the mainframe, ETS now supports over 160 centrally managed UNIX and Intel servers that support the County's email system, and applications for the Library, Public Works, Finance/Revenue and Human Services business areas. In addition, to keep pace with citizen and agency demand for data that is accurate, readily available and portable, ETS database support has expanded to include more than 116 ORACLE, BTRIEVE, and SQL Server databases. This is in addition to the 124 existing mainframe IDMS and DB2 databases. Correspondingly, data storage requirements have grown by 400 percent in the County since 1997 (see charts in performance workload section).

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Enterprise Technology Center (ETC)

The Data Center contains over 160 servers, mainframe and mini-computers, high speed impact and laser printers, and the enterprise network's central communication lines, routers and hubs; all in a temperature controlled, raised floor environment that can operate on it's own independent power source. It is also the "nerve center" for all of the County's technology, housing both the Technical Support Center and the PC distribution Center where over 1,000 PC's are configured, repaired and distributed each year.

Description	Operating System	Databases, Applications, Purpose
1 IBM 9672 Mainframe	OS/390	DB2, IDMS, VSAM, Application Support
140 Intel Servers	Windows NT, Windows 2000, CITRIX MetaFrame	ORACLE, BTRIEVE, SQL SERVER, Application Support
20 UNIX Servers	UNIX (AIX), HP-UX	ORACLE, TAOS (Library)
IBM 3494 Tape Library	NA	Tape Drives, Backup and Restore of Data, Application Support
IBM 3900 Laser Printer	NA	Real Estate Bills, W-2's, 1099's Personal Property Notices
IBM 6262 Impact Printer	NA	Reports, Multi-part and Special Forms

The ETC provides a system 24 hours a day, 7 days a week for scheduling, monitoring, hardcopy and backup/restore services, and generates and distributes 300,000 documents annually, including Court Dockets, Residential and Commercial inspection schedules, Real Estate Bills, Personal Property taxes, 1099's, W-2's and payroll stubs. The ETC also executes 387,000 batch (overnight) computer programs each year that support financial transactions, mailing labels, and electronic bank file transfers for Community Service Organizations, employees, and business partners (i.e., banks, mortgage companies, State and Federal governments).

ETC is also responsible for Disaster Recovery support for all mission critical County systems. ETS staff maintains an off-site tape storage facility for system backup tapes, and conducts three Disaster Recovery exercises each year. During the Disaster Recovery exercise, systems are installed and tested at the County's Disaster Recovery "hot" site by County employees to ensure business continuity in the event of a Data Center disaster (flooding, fire, tornado, etc.).

The Systems Management Branch supports 5 different database management systems (DB2, ORACLE, IDMS, SQLSERVER, BTRIEVE), 200 middle-ware/third party products, and 4 operating systems (OS/390 on the mainframe, open systems and e-government hardware platforms). This group responds to over 1,500 requests each year from County agencies and citizens for assistance in the design and administration of databases, baseline and ad-hoc reports, and the procurement, configuration and deployment of application, file and print servers.

Systems Management (SM) staff maintains the "guts" of all application systems by installing and maintaining server and mainframe operating systems such as WINDOWS NT, WINDOWS 2000, UNIX and OS/390. SM staff also creates and manages over 10,000 User IDs and 117 million middle-ware transactions that support e-government, enterprise and agency-specific applications such as FAMIS, CASPS, ISIS, PAMS, PRISM, SYNAPS, REABS, Fire, Police, and billing and client tracking systems of the Water Authority and Office for Children.

SM staff is responsible for the development of all County server, database and operating system standards and also provides multi-platform (server, mainframe) “quick response” teams to resolve agency IT emergencies. Examples of quick-response activities include fixing agency servers or databases that have crashed, developing new reports required for FOIA inquiries, and supporting agency developed systems that flounder after the “departure” of agency IT staff or vendors.

Initiatives:

- Implementation of a Storage Area Network (SAN) to better address the explosive growth in storage. Benefits of the SAN include:
 - Providing the ability to share data across different platforms rather than building “islands of data”;
 - Allowing users to increase their storage as needed instead of buying a new server as applications max out; and,
 - Reducing storage costs by standardizing on a single enterprise solution rather than operating system specific storage solutions.

The SAN will reduce the total cost of ownership, and reduce the return on investment for storage and related acquisitions by providing scaleable storage capacity that will allow users to increase their storage as needed, and provide a single resource point for storage for all platforms and applications.

- County-wide migration of servers to Windows 2000 (Active Directory Services).

The Windows 2000 server migration will:

- provide one standard server operating system for all servers throughout the County that will centralize the management of network resources,
- streamline the administration of user id’s and passwords and,
- implement group policies that will standardize desktop configurations thereby reducing the time required to fix end-user PC problems.

Migrating servers to Windows 2000 will eliminate existing incompatibilities among server operating systems that hinder application deployments and user access to data and will position the County to implement e-government applications, faster and more efficiently. End-users will have a single point of entry to County data (based on need) and County IT staff will have the capability to maximize limited training resources on the mastery of one server operating system to enhance staff’s ability to administer the network server infrastructure.

- County-wide migration of desktops to Office-XP and Systems Management Server (SMS).

The migration of desktops to Office-XP, Microsoft’s latest version of the Office Suite, will facilitate improved business communications and data sharing and will also provide a platform with automated capabilities for work group collaboration and coordination. Specifically, this migration will extend mainstream desktop productivity tool to integrate with emerging Internet and Intranet capabilities.

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The implementation of SMS on desktops will automate the distribution of software to desktops, and allow staff to resolve desktop problems electronically rather than visiting each individual PC thereby reducing the time and cost to support desktops throughout the County.

Accomplishments:

- Converted the County's enterprise e-mail system from a mainframe text-based system to a Web enabled system that more effectively meets County business requirements (file attachments, public folders, GUI interface, etc.)
- Improved public access to County information assets by integrating legacy corporate databases with front-end tools such as the Web, Kiosk, Interactive Voice Response systems, and CPAN. Examples include County e-government initiatives such as real estate property assessments, tax payments, parking tickets, scheduling building inspections, and checking the status of building plan reviews.
- Developed, tested on 8 different occasions, and implemented a Disaster Recovery Plan for mission critical County systems to ensure business continuity in the event of a disaster.
- Met, and exceeded agency and public demand for PC Graphical User Interface (GUI), and server access to County data by implementing 160 servers and 35 new databases.
- Participated in the successful implementation of new systems by supporting all new system hardware and operating system requirements.
- Maintained a 99.8 percent system availability rate (does not include scheduled system maintenance time) for enterprise application systems.

It should be noted that ETS has been viewed quite favorably in a recent study performed by the Gartner Group, the IT industry's leading management consulting firm. The Gartner Group has found that ETS's desktop and server total cost of ownership is significantly lower than our peers in both the public and private sectors. Therefore, ETS supports the County's hardware and software infrastructure which was found to be more efficient and cheaper than other private or public IT support organizations similar in size and scope to ETS.

There are several challenges faced by ETS including the successful implementation of new systems initiatives in Fund 104 that require infrastructure support due to the speed of technology change in the IT industry, and the implementation of distributed systems which require far more resources than did traditional mainframe systems.

► Method of Service Provision

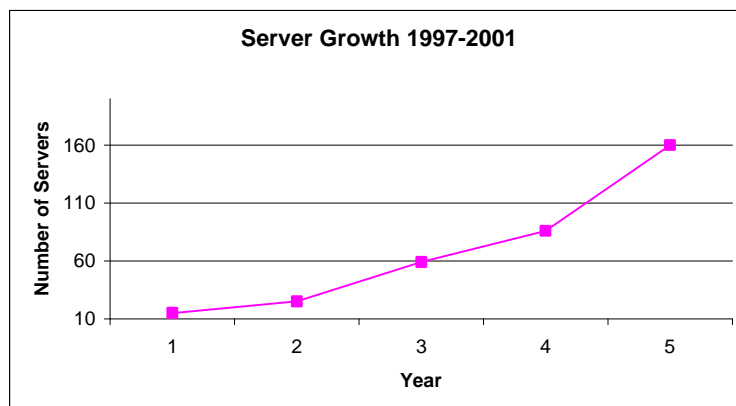
Services are provided primarily by internal staff. Consultants/contractors are utilized as needed for special projects or for areas where additional staffing is needed. Recipients of these services include: e-government; Corporate Applications; Communications Technologies; User Support Services; GIS; all Fairfax County agencies; and the Board of Supervisors' offices.

The ETS is funded both by the General Fund and by Fund 505.

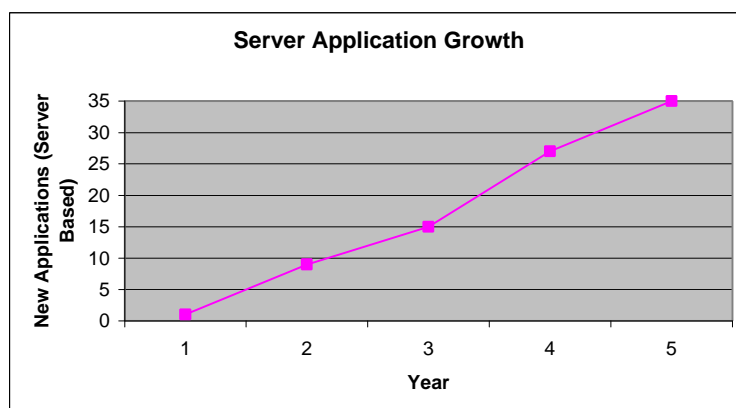
Hours of operation are 365 days a year, 7 days a week, 24 hours a day for critical services. Both onsite and on-call support are provided.

► Performance/Workload Related Data

1. Server Growth - NT & AIX, DIT centrally managed Server Workload Growth 1997-2001.

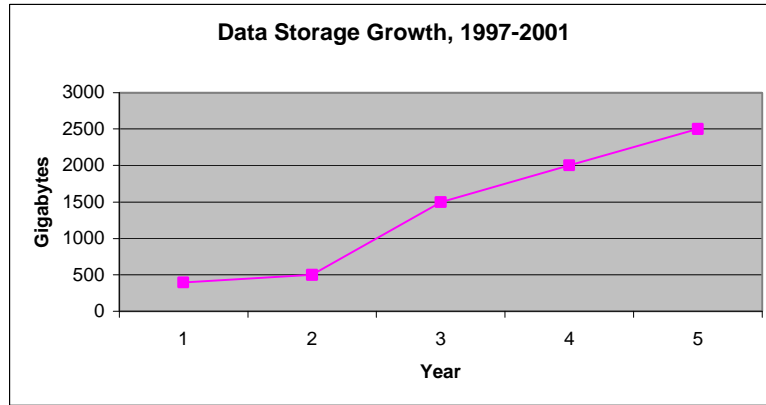


2. Server Application Workload Growth of DIT Applications 1997-2001.



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3. Data Storage Growth 1997-2001.



Productivity Metrics (FY 2000)

Description	Primary Business Area Support	Additional Business Area Support	Total
CICS Transactions (Annual)	HS, PD, PS, FRP	Water Authority, Court System, NOVA Soil Conservation Agency, Schools	117,960,000
Documents Produced (Annual) and Distributed	HS, PD, PS, FRP	Same as above	300,000
Databases Supported (Includes ORACLE, DB2, and BTRIEVE, IDMS, SQLSERVER)	Citizens and Business Partners HS, PD,PS,FRP	Same as above	240
User Requests for Assistance	HS, PD, PS,FRP	Same as above	1,500
Mainframe Applications Supported	HS, PD, PS,FRP	Same as above	100
Client Server Applications Supported	HS, PD, PS,FRP	Same as above	35
Users Supported (Mainframe & Server)	HS, PD, PS,FRP	Same as above	10,000
Fund 104 Projects Supported	HS, PD, PS,FRP	Same as above	28
Servers Supported (includes AIX & NT)	HS, PD, PS,FRP	Same as above	240*
Batch Jobs Executed (Annual)	HS, PD, PS,FRP	Same as above	387,216

HS = Human Services Agencies

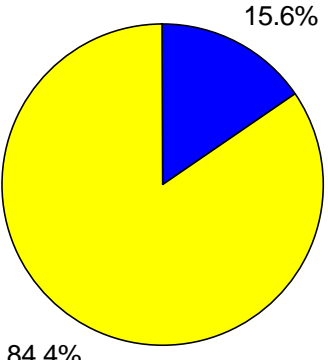
PD = Planning and Development Agencies

PS = Public Safety Agencies

FRP = Finance, Revenue, Purchasing & Management and Budget Agencies

* = Includes centrally managed (160) and Agency (80) servers

70-07-User Support Services

Fund/Agency: 001/70		Department of Information Technology
Personnel Services	\$1,950,008	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">84.4% 15.6%</p> <p style="text-align: center;">■ User Support Services ■ All Other Agency CAPS</p>
Operating Expenses	\$4,038,645	
Recovered Costs	\$0	
Capital Equipment	\$295,000	
Total CAPS Cost:	\$6,283,653	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$5,512,800	
Total Revenue:	\$5,512,800	
Net CAPS Cost:	\$770,853	
Positions/SYE involved in the delivery of this CAPS	23/23	

► CAPS Summary

The User Support Services (USS) CAPS in the Department of Information Technology (DIT) is responsible for providing direct technical support services for over 2,400 users in 22 agencies, and partners with the remaining County agencies to provide second tier technical support to a total of over 9,600 computing users. The role of User Support Services is comprehensive, providing a wide-range of technical services to our customers. Our services include telephone help desk support, dispatched technicians, systems tracking and monitoring, LAN environment user access and authentication, Exchange/Outlook management and administration, and desktop hardware (PC's) and software (Microsoft) administration and management. Our activities span the spectrum from daily operational requirements, to strategic planning and implementation of IT initiatives. The funding for USS staff and activities comes from Funds 505, 105 and 104.

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Background:

The basic services provided by this CAPS have always been a part of Department of Information Technology's mission, but have expanded dramatically in the past several years. Over the years, it has taken shape in several forms. From the original Information Center, which supported PCs and the Wang word processing support staff, the two groups were consolidated into Customer Service branch, which later became Technical Support Services. This consolidation became necessary as we migrated from the Wang systems to PCs and Local Area Networks (LANs) throughout the County, and the migration from mainframe based e-mail to the Microsoft Exchange/Outlook. DIT's latest reorganization now combines the Technical Support Services and Technical Support Center (help-desk activity) into an integrated business unit of three teams (Desktop Support Services, Application Support and Technical Support Center) whose primary purpose is to respond directly to the individual users' technical needs (problems, break/fix, or installation) via the phone or in person. Each of these organizational changes have resulted from streamlining efforts. This enables the organization to leverage staff and resources effectively and provide services in our rapidly changing technological environment, which has experienced phenomenal growth in both the expanded use of new technology and in the services provided to support it.

Within the past five years we have implemented major technological changes in our desktop environment transitioning from the Wang minicomputers and Mainframe terminals to PC's connected to OS/2, Novell, NT, and now the latest Windows 2000 Local Area Networks (LANs). Likewise, our e-mail systems have also been migrated from the minicomputer-based Wang Office and mainframe-based PROFS e-mail systems used, to the MS Exchange e-mail system and the Outlook client. This change represents the latest in client/server technology. As a result of all of these changes, the County's computing users and the technical support staff have faced a hectic and demanding pace as we have systematically and completely overhauled the County's computing environment to provide the latest and most powerful desktop computing tools to our users. These technology changes of the last five years were so rapid and wide-ranging that the users and the providers of technology support have been caught in the maelstrom, which is only just beginning to stabilize, albeit at an increased level of skill sophistication and support demand from users.

The introduction of LANs and PCs, along with the dramatic price cuts in the cost of desk-top hardware, have made the PC "standard equipment", which is assigned to almost every office worker. The increase in PC deployments has dramatically increased our support requirements as our user population has increased over the past five years. PCs with operating systems, applications and data residents on local hard drives, in addition to LAN applications and data files have opened a new world of end-user computing. This includes more complex technical support requirements for users who are just beginning to understand the power, possibilities, and problems associated with the new computing environment.

Prior to LANs and PCs, users had limited control over their access to applications and data; IT staff managed the user population desktop from the centralized Wang or Mainframe computer operator's console. The client/server technology has totally decentralized the desktop support, which can no longer be done from a centralized computer console. Additionally, the new technology gave users the ability to customize their desktop computer by adding files and applications thereby creating more support requirements. Consequently, there has been a cause and effect manifested by increased demand for technical support when users, who do not possess the necessary knowledge to fix the inevitable problems they create when making changes to their PCs. The proliferation of applications, larger data files and increased usage of e-mail with file attachments has also meant more support at the back end as well.

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In order to manage this, USS operates under a standards policy for products, provides various awareness campaigns, develops use policies for adoption by the Chief Information Officer and the County Executive, and works with DIT's training unit to determine course offerings. Here is a very brief review of how dramatically the client/server technology deployment has increased in the past five years:

	<u>1996</u>	<u>2001</u>	<u>Approx. % Increase</u>
Number of PCs	1,981	8,103 (est.)	400%
Number of Servers	<20	>120	600%
Number of E-mail Users	3,500	>10,000	300%
Number of associated merit staff	5	14	300%*

* Service Level is 24 to 48 hours for dispatch.

In addition to the wide spread use of technology throughout the County, the rapid technological advances in software technology were requiring more robust PCs in order to support the new software releases. This rapid change in desktop technology with our limited capacity to buy new computer equipment each year created a County PC inventory which consisted of too many outdated PCs that were not capable of handling the new software requirements. Realizing that this was becoming a serious problem, a strategy was developed to replace PCs on a regular cycle to ensure the hardware could support the software implementations, which resulted in the creation of the PC replacement program in FY 1995, which replaced 675 PCs in its first year. Since that time over 8,100 PCs are now covered by the program, replacing about 1,500 to 2,000 computers annually. While this has worked, we are investigating best-practices and other acquisition strategies for supplying and managing the PC inventory for the future.

The tremendous increase in the user population along with the implementation of more advanced end-user computing tools which have created additional increases in direct and indirect user support. Consequently, the following strategies were developed to address the user support needs and expectations.

- The Technical Support Center opened in April 1998 to provide County users with a central point of contact for technical support.
- The Technology Infrastructure Division of DIT in October 2000 was reorganized and the User Support Services branch was established to put the teams most directly involved with user support together in the same business unit.
- User outreach programs are held to provide additional technical support.
- A Managed Services Assessment is underway to include current and target state definition and future service strategies.

In addition to daily operation support of its customers, the User Support Services branch also provides special support for ad hoc events. A sampling includes the annual Celebrate Fairfax Fair, local, State, and Federal elections, Senior Job fairs, and special events in the Library, such as summer programs for children requiring additional computer resources.

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Initiatives:

- **Automated Software Distribution.** Since 1997, the increasing pace of new software releases has required an effort to pilot new hardware and software technologies in a controlled environment with user participation prior to committing to vast rollouts of technology. This provides an opportunity to verify that operational objectives are met by the technology, identify the risks associated with implementation and confirm that business needs are satisfied. These pilots serve to prove concepts and identify technology that is not appropriate to integrate with the County's standards and result in more effective and efficient deployments of technology.

These pilot and upgrade projects are on going and require extensive USS involvement in all phases. User Support Services team members are participants in steering committees; actively involved in testing, configuring, implementation; and provide post implementation support. These projects are managed either by USS team members or by other Technology Infrastructure Division (TID) teams. Some of these projects include MS Office XP, SMS for software distribution and PC inventory, Exchange 2000 on an ES7000 platform, Windows 2000 Active Directory and the Ethernet conversion.

- **The vision of creating a central point of contact for technical support** has been realized by the successful implementation of the Technical Support Center (TSC). The Technical Support Center has become an information center too, providing consistent, proactive and timely information to users and IT staff. In support of the industry evolution of "Call Centers" to "Contact Centers", which incorporates automated e-mail support and live web assistance with the traditional phone support, the TSC will be adding these technology tools. The addition of these support strategies will further enhance the support opportunities for users.
- **Community Outreach.** In addition to the user support services, which are provided through direct contact via the Technical Support Services Center, we have extended our personal touch to the user community through the outreach efforts of the USS branch. Monthly MS Office/Outlook User Support meetings are held, technical tips are provided on the Infoweb and in the Courier, vendor briefings are held when appropriate for all County users.

Accomplishments:

Our commitment to provide better service to our users requires that we continually evaluate WHO we support, WHAT we support, and HOW our support is provided. Our goal is to continually improve the delivery of our services through increased efficiency leading to faster response time and increased effectiveness leading to more accurate diagnosis and resolution of problems. Our proven successes in providing an excellent level of customer service, combined with a high level of technical expertise have led to increased requests by agencies for USS to provide direct IT support for agencies during the last five years totaling over 2,400 desktops, and indirect support for 7,000 countywide. The increased customer base presents opportunities for increased productivity potential in agencies, and more standardization and cost-effective deployment strategies with an enterprise perspective.

The Technical Support Center's implementation was a success because of thoughtful preparation, including user and technical staff input for its design, appropriate staffing, and technology tools available for use. The opportunity for other agencies to use the application has provided a central repository of technical information. Since its opening in 1998, the Technical Support Center has increased its customer base and extended hours of operation to 7 days a week and extended evening hours. The Technical Support Center has a unique role, in that this team is the first point of entry for not only agencies directly supported by DIT, but in some

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cases, other agencies or for specific application users. The benefits realized include metrics that can be used not just by the TSC, TID or DIT, but also for all the users of the HelpQ problem and change request tracking application. These metrics provide a view of support that had not been quantifiable prior to the implementation of the Technical Support Center. For example, the average monthly call volume for 1998 was 804 and the average call volume for 2001 is 3,239. This represents an increase of 403 percent in the number of call received each month since the center's opening.

The introduction of MS Exchange/Outlook and MS Office was not only a huge project but also a defining moment in offering Fairfax County the ability to interact with other businesses to exchange information and data more efficiently. The previous e-mail systems and productivity applications were not compatible with other software so conducting business, as expectations rose was more and more difficult. The 10,000 user accounts and over 1.6 million mail messages being processed monthly in contrast with the 3,500 Office Vision accounts without file attachment capability speaks for itself.

From its modest beginning in FY 1995, the PC replacement program has increased from 675 to having over 9,000 PCs in the program. The original cycle of 5-year replacement was recognized as not aggressive enough in FY 1997 and was reduced to a 4-year cycle. The success of this program is evident in the ability for new technology to be introduced or existing technology to be upgraded because hardware can accommodate the requirements. Users are less constrained by hardware thanks to this program.

There are several challenges facing USS including staff turnover due to a variety of factors including requiring expertise across a wide range of technologies; providing timely customer service in the face of increased customer base and broad scope of service support including varying operating systems; and data storage and retention, particularly of e-mail as users want to keep and access their data that includes large files and/or graphics.

► Method of Service Provision

Service Support Model for User Support Services includes 24 hours a day, 7 days a week, and 365 days a year support through the use of duty officers and on-call staff.

Business Hours: The Technical Support Center business hours are Monday-Thursday 7 a.m. to 9:30 p.m., Friday 7 a.m. to 6:30 p.m., Saturday 10 a.m. to 5 p.m., and Sunday 12 p.m. to 6 p.m. Staff is on site prior to and after these hours but phone support is available during these hours.

Desktop Support Services and Application Support core hours are 8 a.m. - 4:30 p.m. but staff are onsite as early as 6 a.m. and as late as 5:30 p.m., Monday through Friday.

Locations and Clientele: 43 locations across the County.

Methods of support: Onsite, telephone, e-mail, remote support, consulting are all used by User Support Services staff.

Technology tools used: MS Premier Support Contract, MS TechNet, Quintus and Help Q, Bindview asset manager, and CMS contract assistance.

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► Performance/Workload Related Data

Performance Objectives:

To improve the average first call problem resolution rate for DIT from 60 percent to 65 percent¹.

Indicator	FY 1998 ² Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate
Input TSC staff dedicated to answering requests for service ³	6	6	9	10	10
Output: Number of customer requests for service fulfilled by Technical Support Center ⁴	8,324	18,046	36,873	38,869	41,000
Efficiency: Ratio of customer requests for service per TSC staff member ⁵	1,054	3,322	4,097	3,886	4,100
Service Quality: Percentage of County employees satisfied with support from Technical Support Center ⁶	89%	85%	86%	N/A	N/A
Outcome: Percentage of first-contact problem resolution	58%	64%	69%	60%	65%

¹ Requests for service that are entered and resolved within the Technical Support Center (TSC), by Technical Support Center staff.

² In FY 1998, the program was only in operation for 3 months.

³ In FY 2000, staff was increased from 6/6.0 SYE positions to 9/9.0 SYE positions.

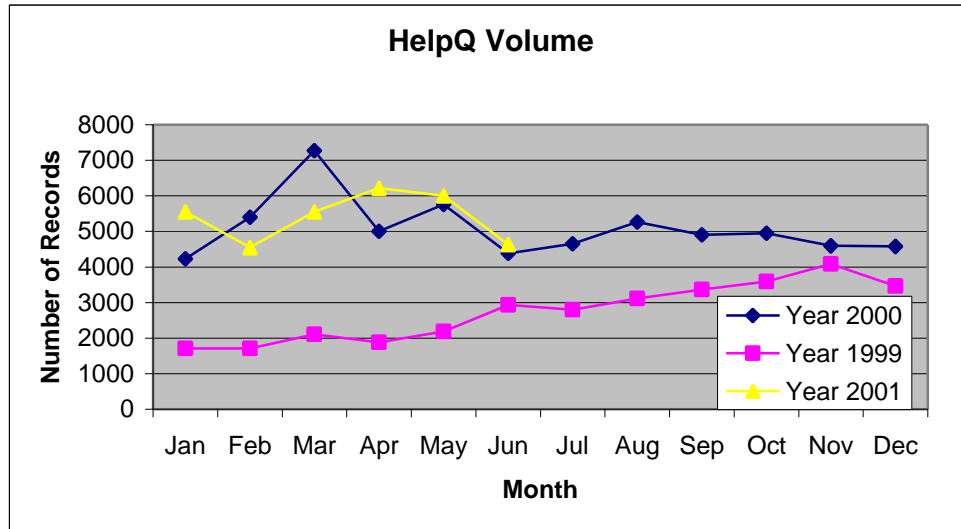
⁴ Customer requests for service are those logged into Quintus, consisting of calls that were actually answered, e-mails and walk-ins. This number does not include change requests. FY 2001 reflects a 403 percent increase in call volume since 1998.

⁵ TSC was not fully staffed entire year. Actual requests for service per TSC members on board is a higher number.

⁶ The survey to determine if employees were satisfied with the Technical Support Center was not available in FY 2001.

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The County uses e-mail as a major means of communication. DIT supports the infrastructure and equipment required to maintain the e-mail system. The table below depicts the number of transactions during a typical 30 day period, as well as on an annual basis.



E-Mail Volume
February 21 - March 22, 2001

Actual Totals*

	<u>Sent</u>	<u>Rec'd</u>	<u>Total</u>
Board of Supervisors	6,819	10,544	17,363
All County E-Mail Users	739,221	936,431	1,675,652

Annualized Totals**

	<u>Sent</u>	<u>Rec'd</u>	<u>Total</u>
Board of Supervisors	82,965	128,285	211,250
All County E-Mail Users	12,264,348	15,536,242	27,800,590

*Figures are for mailboxes only and do not include mail sent or received by Public Folders.

**Projection of annual totals based on data captured during the 30-day period covered in a recent report. The formula used is actual figure divided by 30 and multiplied by 365.

70-08-Asset and Policy Management

Fund/Agency: 001/70		Department of Information Technology
Personnel Services	\$1,689,032	<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p style="text-align: center;">7.2%</p> <p style="text-align: center;">92.8%</p> <p style="text-align: center;">■ Asset and Policy Management ■ All Other Agency CAPS</p>
Operating Expenses	\$1,193,409	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$2,882,441	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$2,882,441	
Positions/SYE involved in the delivery of this CAPS	25/25	

► CAPS Summary

This CAPS provides management, policy, fiscal and administrative services for all the divisions, programs and services in the Department of Information Technology. It is the responsibility of this CAPS to ensure coordination of all programs, to provide administrative support, to develop County technology standards and ensure compliance, to develop the technology architecture, to research and develop information security policy, to provide fiscal and human resource management, to coordinate information technology audits, and to manage the Fund 104 portfolio.

This CAPS provides support oversight for countywide information technology planning, standards, and IT budgeting and fiscal management. It supports work of the Chief Information Officer (CIO), Director of DIT, the Senior IT Steering Committee, and, the Information Technology Policy Advisory Committee (ITPAC), which is appointed by the Board of Supervisors, to review and advise the Board regarding the County's information technology direction.

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It also provides oversight for the planning and management of the functions, programs and services of the Department of Information Technology; execution of the Fund 104 IT investment portfolio; and strategic and tactical direction to provide information technology support Countywide. This includes:

- Executive management of the agency, including strategic planning to support the County's information technology needs, decision making support for County multi-agency teams, leadership and participation in senior management steering committees and boards, and management of IT equipment replacement programs.
- Technology architecture planning and coordination of County technical and information resources.
- Marketing and acceleration of best practice implementation of IT in government.
- Information security and IT use policy.

Fiscal Management

The fiscal management program prepared budgets totaling \$62 million in FY 2002, including the General Fund, Fund 505, Fund 104, and portions of Funds 303 and 120. Expenditures are monitored and analyzed and required financial reports are completed and provided to staff. Financial staff works closely with DIT's management, and County departments such as the Department of Management and Budget (DMB), Department of Finance, Department of Human Resources, and the Facilities Management Division to develop budgets, perform financial monitoring, produce invoices and customer account statements, collect revenues, ensure compliance with Federal and State requirements, and manage our physical workspace. The human resource area provides personnel administration support, including payroll and processing of all personnel actions.

The contracts management activity supports program development, performance management and monitoring activities on behalf of the Information technology programs. Staff acquires, reviews, and analyzes DIT contract information, then works with program management to keep them informed of changes and pertinent deadlines. In addition, staff prepares the necessary correspondence and documentation to ensure that viable contracts are in place and are correctly utilized to minimize delays in materials and or service availability.

Research and Performance Management

This activity includes monitoring programs to imbed continuous improvement and measurement into all DIT functions. A major effort is underway for developing, enhancing and maintaining a comprehensive, strategic performance measurement system. This system provides continuous feedback to managers as to the progress of their unit in meeting the Information Technology goals published in the IT Plan. In addition, work is being done with the DIT divisions on specific improvement projects. The Application Life Cycle Standards, for example, improves the development of applications by providing a consistent framework to ensure communications and high quality applications. The individual DIT branches (CAPS) are provided assistance in examining their processes and helping them implement improvements.

This area also provides leadership for advanced and emerging technologies, and assesses potential application and readiness of new technologies for cost-effective deployment throughout Fairfax County. It provides consulting support on major technology acquisitions, including formulation of requests for proposals, assessments of product and vendor viability, formulation and execution of negotiating strategies, evaluation of best-value proposals, and consultations on licensing models, pricing structures and other key terms and conditions of

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major contracts. It supports efforts to formulate and maintain a cost-effective technical architecture that maximizes IT infrastructure responsiveness to changing business requirements. In addition, it performs IT planning and analysis activities in support of the Director and CIO, including monitoring a myriad of sources on IT best practices and industry trends. Relevant and timely published research is disseminated to DIT senior management and operational staff.

IT Portfolio Management

This activity manages the County's Information Technology Fund (Fund 104) where major technology initiatives and projects with the highest priority for the County are budgeted. An IT program manager with project experience conducts these activities and monitors, and reports progress of the portfolio to the IT Director and the CIO.

Development of the initiatives includes initial project recommendations from the County agencies as part of the annual budget process. Early in the process, Departments are requested to submit both a business and technical viability analysis for each proposed project. The business analysis, reviewed by staff in the DMB, includes such factors as business objectives, return on investment (including cost savings, cost avoidance, enhanced revenue, non-quantifiable service benefits, staff savings, and staffing efficiencies), indicators to be used to measure success, estimated costs, business-related risks and alternatives to the proposed project.

The technical analysis, reviewed by staff from DIT, includes such factors as proposed system architecture and its compatibility with County's Technical Architecture Standards, impact on existing systems, data conversion and electronic interface requirements, and staffing requirements for development, enhancement and maintenance of the project.

From an interview process involving user agencies, a recommendation for project funding is created. The Senior IT Steering Committee and ITPAC review the recommendations, revisions (if needed) are made, and ITPAC writes a letter endorsing the proposed projects and funding to the Board of Supervisors. The Board makes the final decision on funding based on this endorsement.

► Method of Service Provision

Provided through best practices management techniques and the appropriate application of County policies and procedures. Staffing for the CAPS is comprised of the department director, program managers and administrative clerks.

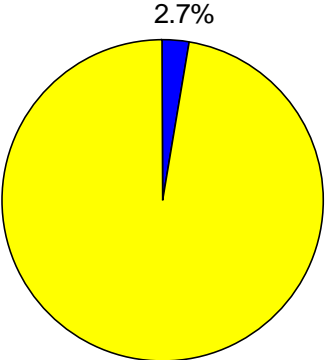
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► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Volume of County IT acquisition transactions process through this CAPS	1,421	1,584	1,723	1,765	1,800
Acquisition accuracy first attempt	N/A	N/A	90%	92%	96%
Acquisition transactions staff efficiency (in hours)	4.1	3.0	2.5	2.4	2.0

Department of Information Technology

70-09-Radio Communications

Fund/Agency: 001/70		Department of Information Technology
Personnel Services	\$712,183	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">2.7%</p> <p style="text-align: center;">97.3%</p> <p style="text-align: center;">■ Radio Communications ■ All Other Agency CAPS</p>
Operating Expenses	\$379,771	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$1,091,954	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$791,597	
Total Revenue:	\$791,597	
Net CAPS Cost:	\$300,357	
Positions/SYE involved in the delivery of this CAPS	15/15	

► CAPS Summary

Radio Communications provides design, engineering, acquisition, deployment, system administration, maintenance, and emergency restoration services for the County's Public Safety Radio System used by the Police, Fire and Rescue, and Sheriff's Departments, for the Public Service Radio System used by general government agencies, including the Public Schools, Public Works and Environmental Services, Transportation, etc., and for the 9-1-1 Emergency Telephone System utilized at the Public Safety Communications Center. In addition, the work program provides oversight and assistance to Information Technology projects related to Public Safety Communications applications, and further acts as the DIT liaison to the County's Emergency Management Section.

Department of Information Technology

The Radio and Emergency Services work program provides two distinct functions for the County, as follows:

Technical Program Management – Technical staff provides work program supervision and engineering, consulting, and logistical expertise to users of the County’s radio and 9-1-1 systems. Essential tasks include overall Radio Service program management, and participation in local and regional frequency use committees; the licensing and ownership responsibilities for the many radio frequencies assigned to the County, as dictated by the Federal Communications Commission; the management responsibilities that are associated with owning and/or leasing of radio tower and transmitter sites; frequency analysis, and the review and evaluation of other public or private sector communications systems which may impact or interfere with the County’s radio communications capabilities; the administration of the County’s Public Safety and Public Service radio system networks, 9-1-1 System infrastructure, and other associated components and services; and developments and issues associated with new technology which may meet County agency needs and/or have an impact on program staff. The group recently completed the oversight and acceptance of a new digital trunked simulcast radio system for over 3,000 public safety users (County Police, Fire and Rescue, and Sheriff’s Departments, as well as the police departments for the City of Fairfax and the Towns of Herndon and Vienna), and is currently planning for future growth of this system. In addition, this group is now beginning the first phases of planning the replacement of the 3,000 subscriber Public Service Radio System (Schools, Public Works, FASTRAN, Water Authority, etc.). Staff members are also managing the replacement of the “9-1-1” Call Answering System at the County’s Public Safety Communications Center (PSCC).

Technician-Level Services – Radio Services Center staff provides for the daily customer service activities of the work program, and for emergency restoration response or other after-hours support for County agencies. Center staff provides hands-on service, installation, and repair of portable (handheld), mobile (vehicle-mounted), and fixed site (some base stations and transmitters) radio equipment. Program staff maintains a mixture of old radio equipment (board-level maintenance) but have also trained and are migrating to the service and support of CPU-based programmable portable and mobile radios. Other tasks include installation and troubleshooting of mobile computer terminals (MCTs or laptop PCs) and data radios in public safety vehicles, maintenance of some audio and paging systems for fire stations and other County facilities and functions, and the certification of handheld radar units for the County and area police departments.

The program is currently focusing on replacement for the Public Service Radio system. This project is funded in the Fund 104. The project will consider other wireless communications technologies that may have converged to provide a flexible, reliable and state-of-the-art solution for both County operations and fleet, and school bus fleet needs. This project has the potential to take advantage of part of the infrastructure established for the Public Safety radio project.

► **Method of Service Provision**

Until recent years, all maintenance for portable and mobile radios, and for most of the base stations and transmitters, was performed by County employed technicians. The County is finishing its migration to a new vendor-maintained Public Safety Radio System, encompassing about one-half of the "fleet" (and which allowed for the elimination of 5/5.0 SYE positions from the Radio Services Center). County technicians continue to maintain all components of the large Public Service Radio System, and will do so until its eventual replacement. Other County staff has completed the transition from "bench-tech" type work to administration and management of the integral data and software applications in 24-hour use by the new Public Safety Radio System (most installation work and hands-on maintenance in the field are done by private contractors). A private consultant is also used for higher-level radio system engineering work.

► **Performance/Workload Related Data**

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Radio Work Tickets	4,822	4,856	4,503	4,582	4,600
PSCC Calls Received	1,286,402	1,468,182	1,503,396	1,892,861	2,122,218

The embedded base of subscriber equipment has remained fairly constant for the older Public Service Radio System, currently at 3,317 mobile, portable, and desktop-console radios. The implementation of the newer Public Safety Radio System, however, has resulted in a dramatic increase in supported equipment. In FY 2000, an estimated total of 2,574 subscriber units were in use by the County's public safety agencies. At the end of FY 2001, following new system implementation, 4,999 mobile and portable radios, and 900+ MCT (Mobile Computer Terminals or ruggedized laptop PCs and associated data radios) units make up the current public safety "fleet".

The workload handled by County radio technician staff has not reduced significantly, even though approximately half of the supported "fleet" is of much newer generation. The workload (indicated by work tickets opened for each service job) is remaining about the same as the older Public Service System continues to have maintenance problems, and the newer Public Safety System has more radios and more features to maintain than before.

This work program continues to be called upon to provide a higher level of technical assistance, service management, and contractor oversight in order to maintain telecommunications services for the PSCC. The increase in the volume of citizen calls requires that all services be operational 24 hours a day, 7 days a week, that data base configurations are reliable and user-friendly, that features allowing for dynamic call handling and management are the best available, and that contingency preparations and backup systems are on "hot" standby and readily available.

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Although services provided to customers are not mandated by Federal or State law/regulation, staff is required to administer FCC licenses and associated frequencies assigned to Fairfax County, ensure technical conformance with broadcast specifications, and investigate complaints and/or issues with interference to other radio systems, as required by the Federal Communications Commission (FCC). In addition, the County's ownership of a radio tower requires that staff maintain compliance with other regulations from the FCC and from the Federal Aviation Administration (FAA).

Finally, the nature of the services provided, particularly in the case of "9-1-1" and public safety radio services, bring their own mandate – that they be operational, available, and reliable 100 percent of the time.

Information Technology Initiatives

104-01-Information Technology Initiatives

Fund: 104, Information Technology	
Total Expenditures	\$14,835,000
Revenue:	
General Fund Support	\$13,395,000
Bond Revenue	\$0
Other Revenue	\$1,440,000
Total Revenue	\$14,835,000

► Summary of Program

Fund 104, Information Technology, was established in FY 1995 to strengthen centralized management of available resources by consolidating major Information Technology (IT) projects in one fund. Based on the 1994 Information Technology Advisory Group (ITAG) study, this fund was created to account for spending by project and is managed centrally by the Department of Information Technology. Historically, the E-911 Emergency Telephone Service Fee, a General Fund transfer, the State Technology Trust Fund, and interest earnings are sources for investment in Information Technology projects. However, in FY 2001, the E-911 Emergency Telephone Service Fee revenue and related project expenses were moved to Fund 120, E-911 to satisfy a State legislative requirement that E-911 revenues and expenditures be accounted for separately.

The County's technological improvement strategy has two key elements. The first element is to provide an adequate infrastructure of basic technology for agencies to use in making quality operational improvements. The second is to redesign existing business processes with technology to achieve large-scale improvements in service quality and achieve administrative efficiencies. The County's long-term commitment to provide quality customer service through the effective use of technology is manifested in service enhancements, expedited response to citizen inquiries, improved operational efficiencies, better information for management decisions, and increased performance capabilities.

Annual funding supports a variety of agency sponsored projects. Some projects require multiple years and phases for completion, others are smaller in scale and can be completed within a fiscal year. The mix of projects funded each year varies; therefore the remainder of the CAPS remarks will focus on funding and approved projects for FY 2002.

In FY 2002, funding of \$14.83 million is included for initiatives that meet the priorities established by the IT Senior Steering Committee, comprised of the County Executive and senior County managers. These initiatives include a mix of projects that provide benefits for both citizens and employees and that adequately balance new and continuing initiatives with the need for maintaining and strengthening the County's technology infrastructure. Funded projects will support initiatives in the Human Services, Planning and Development, General County Services, Public Safety and Court Services program areas.

Information Technology Initiatives

The five information technology priorities established by the IT Senior Steering Committee are as follows:

Priority	FY 2002 Adopted Funding
Projects Providing Convenient Access to Information and Services	\$3.88 million
Projects Providing a High Level of Responsiveness to Customer Requirements	\$2.75 million
Management of County Information Assets	\$3.16 million
Management of County Technology Assets	\$4.37 million
Management of County Human Resource Assets	\$0.67 million
TOTAL	\$14.83 million

Convenient Access to Information and Services

Ultimately, providing citizens, the business community, and County employees with timely, convenient access to appropriate information and services is one of the most important uses of information technology. There are several projects funded in FY 2002 that provide for additional means of accessing County information and for interacting with County agencies. Many of the projects either expand on existing methods of accessing information or begin new initiatives to provide the ability to access a different set of information and services.

To complete prior year investments, funding of \$2.30 million is included in the Circuit Court's Land Records Automation Systems (LRAS) to allow for the final lease purchase payment for system equipment, completion of system enhancements, data storage expansion, and software licenses, maintenance and upgrades to an existing imaging system that provides public access to Circuit Court Land Records documents related to real estate transactions in Fairfax County. In addition, funding of \$0.44 million in Technology Trust Fund revenue is appropriated to this project for hardware, software, and design services for Phase II of the e-commerce initiative which incorporates electronic recordation and processing of land record documents into the existing imaging system. Capabilities of the completed system will include providing attorneys, title examiners, and other County and State agencies 24 hour, 7 day a week remote electronic access to court documents related to real estate transactions from 1742 to present and enabling them to perform functions such as title searches and electronic recordation and processing of all Land Records document types, such as deeds, deeds of trusts, and certificates of satisfaction.

To enhance and expedite citizen access to County resources, \$0.10 million is included in the Tactical Initiatives Project to web-enable a system in the Department of Cable Communications and Consumer Services, Consumer Services Division allowing citizens to initiate complaints and access complaint histories of businesses. In addition, \$0.09 million will support the Fairfax County Park Authority (FCPA) and the Department of Community and Recreation Services (DCRS) in the development of a web-based application to register on-line for ParkTakes classes. This will expand the current program registration options of mail, phone operator, Interactive Voice Response (IVR) or in-person to the internet. The application will provide citizens a more timely, convenient and efficient means of conducting business with the agencies, as well as provide comprehensive, automated information about programs and program availability.

Another avenue for access to information is through the County's web site. Since its launch in 1996, the County's web site has become a key component in the way the County does business. The site has been repeatedly recognized by local, state, national, and international authorities as a model for e-government and public access. But more importantly, the site has been

Information Technology Initiatives

recognized by the constituents of Fairfax County as a vital means of finding information and communicating with their local government.

Funding of \$0.85 million has been included in FY 2002 to continue development and maintenance of the County's Internet and Intranet initiatives. The funding will support hardware, software, and training needs and provides a funding pool for emerging technology projects not funded elsewhere. This project also provides the basic operating funds to keep the County's Internet web site and Intranet online 24 hours per day, 7 days per week, 365 days per year.

With the new courthouse expansion, the County is planning to utilize technology more fully in courtroom proceedings and has funded \$0.10 million to establish a pilot program to evaluate courtroom technologies. Evaluation will include such items as the benefits to courtroom proceedings, hardware and software requirements for specific technologies and the funding required to acquire and maintain the technologies in the Judicial Center expansion and the retrofit of existing courtrooms.

Projects Providing a High Level of Responsiveness to Customers

Several projects use collaborative tools and approaches to formulate business solutions that address customer needs. FY 2002 funding includes \$0.22 million to provide the County with web-based Graphical User Interface (GUI) software to use in conjunction with County corporate information systems operating in the CICS environment, such as FAMIS, CASPS, and BPREP. The software will web-enable the corporate "green screens", allow the use of "point-and-click" technology, facilitate the design of consolidated and/or linked screens to streamline commonly used processes, and make screens more user friendly and improve efficiency for all users. In addition, the project will provide the tools to extend appropriate portions of the County's purchasing and financial systems to external customers, the vendor community, and create 24 hours per day, 7 days per week, 365 days per year "self service" opportunities.

Being open to changing business practices also affords the County the ability to meet customer requirements if current processes do not accommodate existing needs. One example is the digital signature program initiative with the Commonwealth of Virginia. Funding of \$0.08 million is included in FY 2002 to provide the capability to use authenticated electronic submissions rather than relying on hard-copy systems to enhance communications between the County and the Commonwealth. Examples of documents that could be electronically submitted include County requests to the Commonwealth for access to State computer systems and Human Services documents submitted to the State to comply with reporting requirements. A key component of the program is Digital Certificates which will be issued by the Commonwealth and used to authenticate individuals electronically signing forms, applications, letters, etc. The use of this technology will permit actions to be accomplished quicker on behalf of citizens, businesses and the County.

Another initiative being pursued in FY 2002 is the replacement of the Inspection Services Information System (ISIS) in the Department of Public Works and Environmental Services and the Complaints Tracking Management System used by the Department of Planning and Zoning. This is a collaborative effort to determine a business solution that will replace both systems with the same technology platform. The ISIS portion of the project will meet the demands of customers to make the permitting process simpler to understand, more convenient to use, more efficient and more predictable by creating a one-stop shop consisting of multiple review agencies. In addition, the application will have an e-permitting component, laying the foundation for future e-government solutions in land development. The replacement of the Complaints Tracking Management System will allow the agency to continue to manage zoning enforcement caseloads with greater accuracy and reporting capability and increase the flow of

Information Technology Initiatives

information to other agencies, thereby improving the County's responsiveness to citizen complaints. Funding of \$2.45 million has been included for this combined effort.

Management of Information Assets

Focusing on internal business practices is a key element to effectively managing the County's information assets. A number of projects have been identified in FY 2002 that create, share or reuse a repository of common information objects such as databases and records, that provide for data standardization and that streamline processes to capture data only once.

Funding is included in the Human Services project to enhance and tailor the functionality of two existing systems, Harmony and Intake Services. Harmony is the Human Services contract management system that replaced the Virginia Uniform Welfare Reporting System (VUWRS), a 26-year-old payment system for client services in FY 2001. FY 2002 funding of \$0.35 million is included to develop a case management module for adult and aging services, allowing staff to use one primary system rather than multiple ones, and implement enhancements and requirements identified by all of the participating user agencies to streamline processes. Intake Services, a part of the ASSIST application, will also be modified to more efficiently support service delivery in the call center environment with a redesign of both screen flow and the interface with ASSIST. Funding of \$0.10 million is included for this initiative.

Funding is also provided for the Geographic Information System (GIS) project which provides County agencies and citizens a means to electronically access, analyze and display land related data. Funding of \$0.39 million will continue to update the aerial imagery and orthophotography (spatially corrected aerial imagery) data for the 399 square miles of the County and to initiate a Master Address System, one centralized, standardized database containing all site addresses for the County to be used by all County agencies. The imagery update will cover about a quarter of the land within the County and also update specific areas as required by ongoing countywide projects. The Master Address System will ensure reliable data, eliminate the need for each agency to maintain their own address lists, and provide more timely service delivery.

Other FY 2002 funded projects aimed at managing information have imaging applicability. Both the Juvenile and Domestic Relations District Court (JDRC) and the Office of the Sheriff sponsored projects will expand the County's existing program to acquire imaging software and necessary hardware with the goal of eliminating the hardcopy of documents where possible, and making retrieval of imaged documents easier. Currently all JDRC case records and Sheriff inmate records are in paper form. Funding of \$0.40 million will allow JDRC to convert all new and many existing case documents to electronic format and will allow inmate records to be imaged and accessed agency wide simultaneously.

As part of the maintenance of technology infrastructure and the management of data, funding of \$0.74 million is included to provide for the replacement of countywide existing applications that have become obsolete. Two Integrated Database Management System (IDMS) based systems are scheduled to be replaced including the Loan Processing System, used by the Department of Housing and Community Development to compile and report information associated with the home loan program and the On Line Query (OLQ) reporting tool used by the FAMIS and CASPS applications. In addition, the older and ineffective Vehicle Management System in the Department of Vehicle Services will be replaced with a COTS, web-enabled solution providing one application to capture part numbers, repair causes, warranty data, fuel usage, equipment history, labor charges. The new system will also have an on-line parts cataloging system and reporting capabilities.

Information Technology Initiatives

As a continuation to funding received last year, FY 2002 funding of \$0.15 million is included for Phase II of the Fire Department's incident reporting and training system. Phase II will update the manual process of physically transporting data by tape from the Public Safety Communications Center to the County's Department of Information Technology technical facility for processing and storage with an interface to the Computer Aided Dispatch (CAD) system. The CAD system is used to dispatch equipment and personnel to events and emergencies and provide up-to-date incident information.

Funding of \$0.43 million is included to replace multiple databases in the Fire Department with a web-enabled system that will be integrated with the DPWES ISIS system to capture fire prevention activities including fire prevention code permits, invoices, plan review, systems testing, and inspections. As a module of the replaced ISIS system, the application will be compatible with all other modules and will allow customers to schedule inspections and obtain information via the Internet.

Another information system that is being enhanced in FY 2002 is SYNAPS, the Fairfax-Falls Church Community Services Board (CSB) application developed to improve client tracking and client and third party billing, in addition to providing improved client demographic and staff productivity data. Funding of \$0.60 million is included for the development of the Assessment and Treatment Plan (ATP) module to allow staff to create on-line clinical assessment and treatment plans. With the addition of the ATP module, the opportunity to modify SYNAPS to ensure its compliance with the Health Insurance Portability and Accountability Act (HIPAA) of 1996 is available. HIPAA requires compliance with security standards designed to protect the confidentiality and integrity of health information and the information technology used to store, process and transmit it. These system modifications will also be accomplished in FY 2002.

Management of County Technology Assets

FY 2002 funding has been provided to support necessary infrastructure improvements sponsored by the Department of Information Technology to promote greater information system efficiencies. An amount of \$1.67 million has been included to implement Windows 2000 Server as the County's standard operating system for the enterprise LAN server infrastructure, requiring the replacement of existing servers and the purchase of new licenses. The identification and implementation of a consistent server platform will eliminate existing incompatibilities among server operating systems which hinder application deployments and complicate access to network resources. Simplified routine administrative functions, flexible storage features, remote access, enhanced reliability and availability, as well as preventing users from changing desktop settings are all attributes of the new system. This standardization will reduce staff time on support calls and maintenance and simplify the management of server resources.

To ensure that the County network infrastructure will meet future systems needs, funding of \$1.61 million has been included for the Enterprise Technology Center (ETC), which includes all activities accomplished in the computer room, as well as supporting hardware and software on all platforms. This funding will provide for modernization initiatives that will ensure and protect the County's investment in technology infrastructure by centralizing managing storage requirements, and automating monitoring functions that will eliminate labor-intensive and error-prone interaction with the computer system.

Also included in FY 2002 is funding of \$0.15 million for agency LAN servers requiring replacement in order to remain consistent with current technology. Funding for servers will be considered, where justified, by agency-specific needs, and will be based upon funding availability. Wherever practical, replacement of small, single-agency servers with larger, cost-effective multi-agency servers will be given strong consideration.

Information Technology Initiatives

Another project funded in FY 2002 will phase in the upgrade of the Public Service Radio System, which provides two-way radio communications for all non-public safety agencies within the County. The current technology is over 20 years old and only permits coverage for about 80 percent of the County. The initial phase includes \$0.94 million to upgrade the current radio infrastructure, with the replacement of the radios anticipated to be addressed in FY 2003.

Management of Human Resources

Effectively managing the County's people assets will lead to a high performing organization. Maintaining high technical competence and maximizing productivity through strategic initiatives are two methods for accomplishing this. Two projects are funded in FY 2002 which invest in employee and organizational development. Funding of \$0.40 million has been included to provide for information technology training in recognition of the challenges associated with maintaining skills at the pace of technological changes and to ensure that the rate of change in information technology does not out-pace the County's ability to maintain proficiency. As the County's workforce becomes increasingly dependent on information technology, training support has become more essential.

Funding of \$0.27 million is included to expand the telecommuting option to a larger number of County employees. Currently approximately 6 percent of eligible employees telecommute. With the endorsement by the Board of Supervisors and County Executive, a regional goal of 20 percent is being sought. FY 2002 funding will provide training for supervisors and commuters to maximize the efficiency and productivity of telecommuting, as well as provide for the purchase of slots in regional telework centers, computer hardware to loan telecommuters as necessary, and security devices to allow authorized telecommuters access to the County computers.

Information regarding technology initiatives can also be found in the FY 2002 Information Technology Plan prepared by the Department of Information Technology.

► Funding Availability and Future Considerations

Funding is approved by the Board of Supervisors for recommended projects on an annual basis. The funding level varies from year to year and is dependent upon the mix of projects recommended. The source of funding for Fund 104 includes General Fund support, Technology Trust Fund Revenue, and interest income.

► Funding Methodology

The following ten strategic directions are fundamental principles upon which Fairfax County bases its Information Technology (IT) decisions. They are intended to serve as guidelines to assist County managers apply information technology to achieve business goals.

1. Provide citizens, the business community, and County workers with timely, convenient access to appropriate information and services through the use of technology.
2. Have business needs drive information technology solutions. Strategic partnerships will be established between the customer and County so that the benefits of IT are leveraged to maximize the productivity of County employees and improve customer service.

Information Technology Initiatives

3. Evaluate business processes for redesign opportunities before automating them. Use new technologies to make new business methods a reality. Exploit functional commonality across organizational boundaries.
4. Manage Information Technology as an investment.

Annually allocate funds sufficient to cover depreciation to replace systems and equipment before life cycles end. Address project and infrastructure requirements through a multiyear planning and funding strategy.

Limit resources dedicated to “legacy systems” (hardware and software approaching the end of its useful life) to absolutely essential or mandated changes. Designate systems as “legacy” and schedule their replacement. This approach will help focus investments toward the future rather than the present or past.

Invest in education and training to ensure the technical staffs in central IT and user agencies understand and can apply current and future technologies.

5. Implement contemporary, but proven, technologies. Stay abreast of emerging trends through an ongoing program of technology evaluation. New technologies will often be introduced through pilot projects where both the automation and its business benefits and costs can be evaluated prior to any full-scale adoption.
6. Ensure that hardware and software adhere to open (vendor-independent) standards and minimize proprietary solutions. This approach will promote flexibility, interoperability, and cost-effectiveness, as well as will mitigate the risk of dependence on individual vendors.
7. Manage the enterprise network as a fundamental building block of the County’s IT architecture. The network will connect modern workstations and servers; will provide both internal and external connectivity; will be flexible, expandable, and maintainable; and will be fully integrated using open standards and capable of providing for the free movement of data, graphics, image, video, and voice.
8. Approach IT undertakings as a partnership between central management and agencies enabling centralized and distributed implementation. Combine the responsibility and knowledge of central management, and agency staff, as well as outside contract support within a consistent framework of County IT standards. Establish strategic cooperative arrangements with public and private enterprises to extend limited resources.
9. Emphasize the purchase and integration of top quality, off-the-shelf software (with minimal customization) to speed the delivery of new business applications. This will require redesigning some existing work processes to be compatible with off-the-shelf software packages. Utilize modern, efficient methods and laborsaving tools in a cooperative application development environment. A repository for common information objects (e.g., databases, files, records, methods, application inventories) will be created, shared, and re-used.
10. Capture data once in order to avoid cost, duplication of effort, and potential for error and share the data whenever possible. Establish and use common data and common databases to the fullest extent. A data administration function will be responsible for establishing and enforcing data policy, data sharing and access, data standardization, data quality, identification, and consistent use of key corporate identifiers.

Information Technology Initiatives

In addition to the strategic principles, a review and analysis process was developed to balance technology needs with limited FY 2002 fiscal resources. Project review included identification of projects that provide opportunities for improvement, those that help sustain the performance and reliability of the County technology infrastructure, and those poised to take advantage of technological advancements. In addition, projects were reviewed from both a business and a technical perspective. On the business side, consideration included whether the implementation of the project would benefit citizens, the County or both. Benefits of the project were weighed against the cost of the project and several risk factors, including the risk of cost and scope escalation due to factors such as the type of technology chosen, organizational disruption, schedule viability, and the impact of delaying the project. On the technical side, factors examined included how closely the project matched, and its impact on, existing County IT infrastructure, and the technical uncertainty of the project as it pertained to the commercial availability of, and the organizational experience with, the proposed hardware, software, and support. In addition, consideration was given to the availability of human resources both in DIT and the sponsoring agency to staff the project.

► **Status of Program**

The program has been highly successful, accelerating the County's progress in automating many processes, and providing a modern and secure infrastructure to support the business applications. The projects have provided the underpinning for the County's ability to make its services more efficient and information more accurate and accessible to its citizens. Further, this fund establishes a means for the County to support a technology investment strategy, manage technology investments through centralized review, and fund projects that meet service requirements consequent to growth in public demand, and the changing environment. The program allows the County to keep its technology fresh and maintainable, implement standards and shared infrastructure, minimize the residual impact of obsolescence, and maximize utility—thus, improving its affordability. The County has been able to implement a standardized, best in breed infrastructure, bring technology to the desktop of over 9,600 employees, and speed the flow of information between County sites. It is considered 'best practice' and the model is sought after by other governments. This program has contributed tremendously to the County's reputation of excellence and quality in government, in the view of the technology savvy constituency and public and private sector leaders.

The projects in the Information Technology Program are in various stages of implementation. Many of the on-going projects in the portfolio are expected to complete during by the end of this fiscal year. Large, multi-million dollar projects typically require several years to go thorough the stages of life-cycle development and become fully operational. Most projects are governed by a steering committee of agency management, stakeholders, and IT management.

Department of Cable Communications and Consumer Protection

► Agency Mission

Under its Consumer Protection Division, to provide essential enforcement of consumer protection laws for the citizens and businesses of Fairfax County, to assist consumers with problems encountered in consumer-business and tenant landlord relations; to administer a licensing program which regulates certain businesses as prescribed by County Code; to obtain for residents of Fairfax County safe, adequate and efficient utility services at just and reasonable rates; and to administer a Community Association and educational outreach assistance program to all County groups and residents.

Under its Communications Policy and Regulation Division (CPRD), to ensure that the County's cable systems provide the highest technical service and quality standards to County citizens; monitor State and Federal regulatory issues affecting the cable television industry; and monitor, enforce, and evaluate current and potential franchise agreements for cable television services in Fairfax County.

Under its Communications Production Division (CPD), to provide a centralized video production center and satellite conferencing facility for the Board of Supervisors, County Executive and all County agencies in order to communicate County information to citizens and training for employees and to provide related production services in new technologies to benefit the public and County operations.

Under its Document Services Division (DSD), to provide and coordinate mail, publication sales and distribution, archives and records management, printing, digital copier and duplicating, and micrographic (microfilm and microfiche) services for County agencies as well as printing services to the Fairfax County Public Schools.

Trends/Issues

The Consumer Protection Division will continue to provide essential consumer services to Fairfax County Citizens. In an effort to maintain data on all complaints received, the Division will continue to develop and update its computerized case management information retrieval system which records, tracks, and disseminates complaint information. In addition, staff will continue to provide utility rate case intervention, including petitioning the State Corporation Commission to change utility rates and services when appropriate, and work directly with the various utilities to encourage the development of beneficial consumer policies. Review, analysis and regulation of the taxicab industry in Fairfax County will also continue. Staff will also continue to provide technical advice and assistance to Condominium and Homeowners' Associations through publications, workshops, seminars and educational outreach presentations. The division will continue to improve services to the public through the use of the Internet and other technological advancements. Consumer complaints may now be filed on-line as well as retrieval of complaint history records on businesses and landlords.

The Communications Policy and Regulation Division will continue to encourage telecommunication industry development throughout the County that offers the greatest diversity and highest quality service at the least cost to citizens and businesses, to develop goals for future telecommunications development and related legislation, and to provide regulatory oversight and enforcement of telecommunications statutes. The division promotes this goal by developing testimony or drafting legislation for federal, state, and local telecommunications initiatives; analysis of, and participation in judicial broadband services

Department of Cable Communications and Consumer Protection

proceedings that could significantly impact Fairfax County; the research and analysis of telecommunications topics as requested by the County Executive or Board of Supervisors; and developing and negotiating video service franchises. The division provides regulatory oversight and franchise administration for Cox Communications Northern Virginia and Comcast Communications; assesses liquidated damages for franchise or County Code Chapter 9.1 violations; regulates basic cable rates and equipment and installation charges; and investigates and resolves cable subscriber complaints. Additionally, the division provides an engineering and enforcement program that reviews and approves franchised cable plant construction and maintenance plans; tests and performs certification of cable facilities; enforces Federal Communications Commission technical and performance standards and national and state cable construction codes; and, inspects and issues violation citations for cable construction and maintenance performed on County property or rights-of-way.

The Communications Productions Division (CPD) will continue to provide a centralized video production center and satellite conferencing facility for the Board of Supervisors, County Executive, and all County agencies in order to communicate County information to citizens and training for employees and to provide related production services in new technologies to benefit the public and County operations. Since 1997, the CPD has increased the production of programming for the public and the number of training courses and internal communications programs for employees. The division has seen increased demand for services in a new area, the development of video products to reach citizens through the Internet, kiosks, and other technologies. The Division is also offering new services to meet the needs of the citizenry such as closed-captioning and multi-lingual programming. These trends are expected to continue and expand in the future.

The Document Services Division (DSD) is responsible for managing all General Fund activities of the division, as well as the internal services funded in Fund 504. Also through the General Fund and Fund 504, DSD will continue to provide and coordinate all mail service functions, publications and commemorative gift sales, and archive and records management activities, as well as printing, micrographic and digital copier services for County agencies.

Since 1997, there has been an increase in the amount of outgoing U.S. Mail processed by Mail Services and an increase in postal rates. However, due to productivity and technology improvements, there has only been a slight increase in the average cost per piece of outgoing U.S. Mail.

A concerted effort has been made by Archives and Records Management staff since 1997 to have agencies dispose of records in accordance with mandated retention schedules, thereby reducing the need for additional storage space. Archives also has improved its service level by shipping 90 percent of agencies document requests within 24 hours.

Department of Cable Communications and Consumer Protection

Key Challenges for Consumer Protection

- Manage the increased workload of citizen complaints as a result of the new on-line complaint filing system initiated in FY 2001.
- Expand the capabilities of the computerized licensing database to allow for read-only access of licensing information by the Fairfax County Police.
- Continue to provide expert guidance to the Board of Supervisors, County Executive and members of VML/VACo and the General Assembly on the issue of utility deregulation in Virginia.
- Continue to address the consumer protection needs of an ever-changing and expanding population.

Key Challenges for the CPRD

- Developing testimony on congressional legislation, including amendments to the Communications Act, and Federal Communications Commission proposed regulations on the provision of broadband services;
- Preparing drafts and participating in judicial proceedings, including cases involving the pass through of non-subscriber fees to subscribers and improved customer service standards;
- Developing rights-of-way management partnerships with the Virginia Department of Transportation and the local telecommunications construction industry;
- Providing analysis of telecommunications market conditions and specific company investigations regarding new and transfer video service applicants;
- Regularly reviewing a cable operator's customer service performance to ensure strict conformance with Federal Communications Commission (FCC) and County regulations and statutes;
- Intervening on behalf of cable subscribers in complaints against the cable service provider;
- Responding to citizen inquires and questions regarding video services (e.g., cable, DBS, and broadcast);
- Preparing, in coordination with the County Attorney, and filing of County petitions with the FCC;
- Enforcing of franchise technical provisions and appropriate cable construction methodology through the review of County-required cable company construction design and/or redesign submissions;
- Investigating subscriber complaints involving signal quality and other questions of cable system conformance to FCC and County technical standards;
- Issuing Stop Work orders for cable construction safety violations and violation notices for other cable construction violations; and,
- Assessing penalties against cable operators for violations that continue beyond the specified period allowed for correction.

Department of Cable Communications and Consumer Protection

Key Challenges for the CPD

- Continue to serve the County's public information needs and internal training needs through the cable television network.
- Continue management initiatives to decrease the number of staff work hours needed to produce programming while maintaining costs, quality, and work hour efficiencies.
- Use the staff hours to enable the division to redirect resources to new technologies.
- Develop advanced video services to communicate with the public using new technologies such as internet video, kiosk video, video news releases, and special services.
- Continue improving technical operations through the migration of equipment from analog to digital-based systems.

Key Challenges for DSD

- Continue to provide effective and efficient mail service for County agencies while complying with ever-changing U.S. Mail regulations and postal increases.
- Continue to utilize in-house equipment and a private sector contract to achieve the highest percentage of outgoing U.S. Mail qualifying for postal discounts.
- Continue to advise County agencies on the best method to prepare special or bulk mailings to ensure the greatest postal discounts while meeting agency time requirements.
- Develop an appropriate pricing mechanism for the Digital Multi-Function Device (DMFD) program to recover costs for copying, printing, faxing, and scanning on these devices.
- Develop an implementation plan in conjunction with DIT for networking the DMFD's to take advantage of printing and scanning applications.
- Improve productivity in the County Printing Center to ensure that it continues to be competitive with private sector printing companies.

Key Accomplishments for Consumer Protection

- Implementation of computerized complaint tracking and licensing database which allows for the on-line filing of consumer complaints as well as the retrieval of complaint history records.
- Revision and implementation of Chapter 28-Massage Ordinance, for both massage therapists and establishments.
- The investigation of approximately 3,000 consumer complaint cases, resulting in 1.1 million dollars of direct restitution for consumers. A favorable resolution rate of 85 percent was obtained in FY 2001, representing the highest favorable rate in department history.

Department of Cable Communications and Consumer Protection

Key Accomplishments for the CPRD

- Updated County Code Chapter 9.1, Communications, to promote competitive video services, incorporate customer service standards, conform with federal and state requirements, and keep pace with technological innovations that impact the County;
- Reviewed Cox Communications' customer service performance, which resulted in the assessment of \$31,400 in liquidated damages and an improvement in the availability of customer service representatives to answer subscriber inquiries and complaints;
- Intervened on behalf of 729 cable subscriber complaints, resolving 698 of those complaints;
- Issued imminent danger construction violations that resulted in 19 Stop Work orders;
- Conducted 6,391 construction site inspections; and
- Implemented a new inspection program based on a survey of best practices in February 2001. Since program implementation:
 - 90 notices of construction or network safety deficiencies issued;
 - 20 VDOT deficiencies issued;
 - 43 other code or franchise deficiencies issued;
 - 61 non-correction violation notices were issued;
 - \$2,600 in penalties were assessed against cable operators for non-compliance; and
 - 100 percent violation correction conformance rate as of July 2001.

Key Accomplishments for the CPD

- Completed 98 percent of public information television programs in requested by the Board of Supervisors and County agencies in FY 2001.
- Increased the number of purchased programs and satellite telecourses and completed 98 percent of the training programs on the FY 2001 production plan.
- Installed a digital video server providing improved service and technical quality to cable television viewers and doubling the programming available on the cable channels to a 24-hour operation.
- Received an award for Overall Excellence as the Best Government Access Cable Television station in the country from the Alliance for Community Media. In addition, received eight other awards from the Alliance, six awards from the National Association of Telecommunications Officers and Advisors, and an award from the International Association of Fire Fighters for programming excellence and professional quality.

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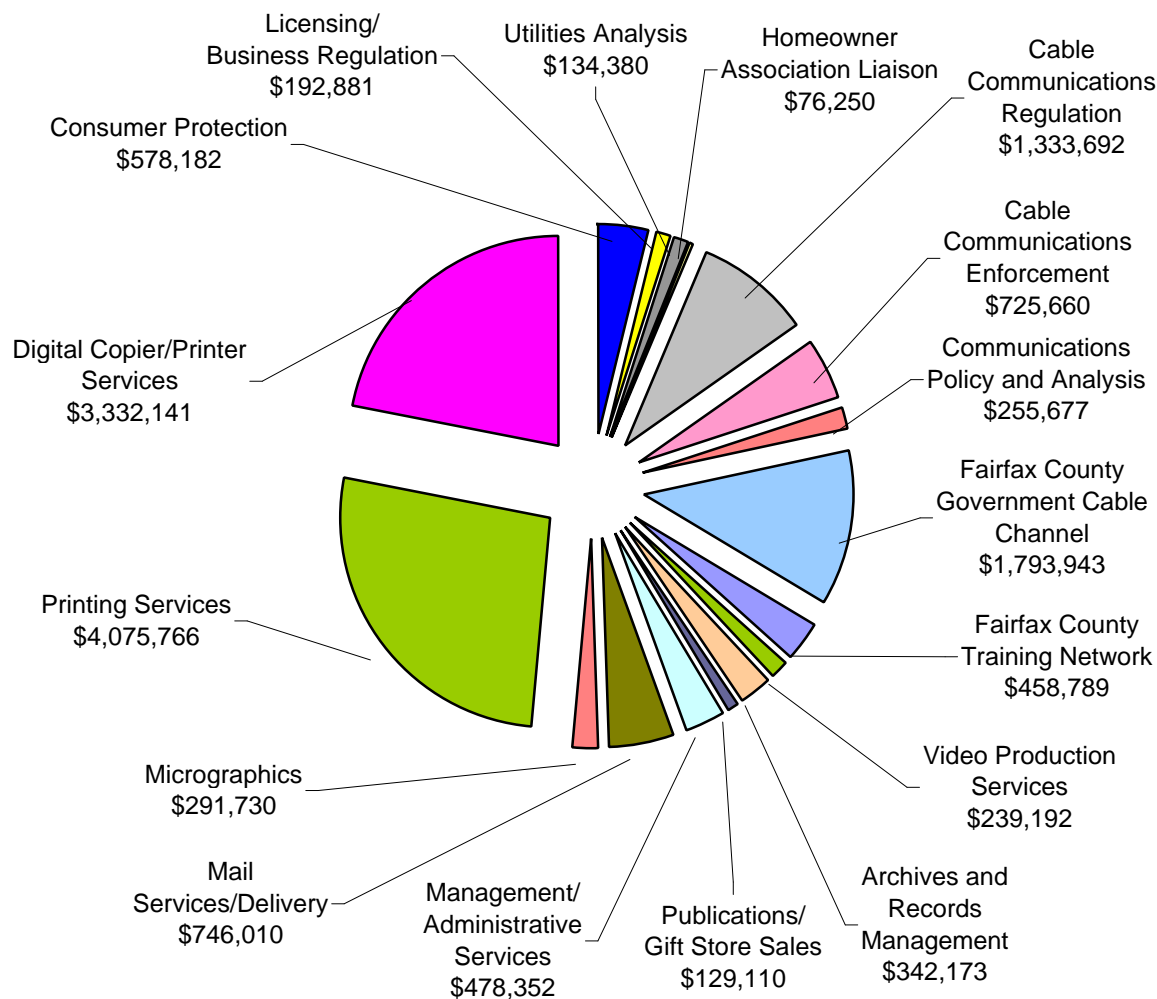
Key Accomplishments for DSD

- The Administrative Branch successfully coordinated a program in conjunction with the Fairfax County Public School System to replace all analog copy machines in the County and Schools with digital multi-function devices capable of copying, printing, faxing, and scanning.
- Mail Services installed a high-speed, high-volume computerized mail inserter utilizing state-of-the-art technology that has further automated mailing functions, increased productivity, and reduced operating costs.
- Mail Services continues to meet all mandated mailing deadlines for County taxes.
- With the assistance of the Mount Vernon Genealogical Society, the Archives Branch initiated an automated inventory of the permanent records of the Board of Supervisors and the Overseers of the Poor.
- Upgraded offset and digital equipment in the County Printing Center to increase productivity and reduce operating costs.
- Increased the number of jobs electronically submitted to the County Printing Center, as well as printed via digital technology, by 20 percent in order to decrease the turn-around time of jobs for customers.

► Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
04-01	Consumer Protection	\$578,182	9/9
04-02	Licensing/Business Regulation	\$17,790	3/3.5
04-03	Utilities Analysis	\$134,380	2/1.5
04-04	Homeowner Association Liaison	\$76,250	1/1
04-05	Cable Communications Regulation	(\$9,725,170)	21/10.5
04-06	Cable Communications Enforcement	\$725,660	0/8
04-07	Communications Policy and Analysis	\$255,677	0/2.5
04-08	Fairfax County Government Cable Channel	\$1,791,943	22/17
04-09	Fairfax County Training Network	\$458,789	0/3
04-10	Video Production Services	\$239,192	0/2
04-11	Archives and Records Management	\$340,408	5/5
04-12	Publications/Gift Store Sales	\$35,293	2/1.5
04-13	Management/Administrative Services	\$478,352	7/7
04-14	Mail Services/Delivery	\$739,536	15/15.5
04-15	Micrographics	(\$3,000)	0/0
04-16	Printing Services	\$70,151	20/20
04-17	Digital Copier/Printer Services	\$2,900,000	0/0
TOTAL Agency		(\$886,567)	107/107

Department of Cable Communications and Consumer Protection



Total FY 2002 Adopted Budget Expenditures = \$15,183,928

Total FY 2002 Adopted Budget Net Cost = (\$886,567)

04-01-Consumer Protection

Fund/Agency: 001/04	Department of Cable Communications and Consumer Protection	
Personnel Services	\$471,987	<p>CAPS Percentage of Agency Total</p> <p>3.8%</p> <p>96.2%</p> <p>■ Consumer Protection ■ All Other Agency CAPS</p>
Operating Expenses	\$106,195	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$578,182	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$578,182	
Positions/SYE involved in the delivery of this CAPS	9/9	

► CAPS Summary

The enforcement of consumer protection laws and investigation/mediation of consumer, cable, and tenant landlord disputes are essential for correcting illegal and unethical practices in the marketplace. The Consumer Protection Division investigates complaints to determine whether consumer protection laws have been violated and also prepares cases for legal action to enforce the consumer protection statutes. In addition to mediation, staff develops conciliation agreements to resolve complex disputes and offers binding arbitration when mediation efforts are exhausted. The division investigated 2,879 formal complaints during FY 2001 and recovered \$1,082,375 for citizens. It is estimated that complaints will increase to 2,914 in FY 2002 due to the filing of on-line Internet complaints, population growth, and educational outreach efforts by the division.

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During FY 2001, the division maintained a favorable resolution rate of over 85 percent for valid consumer complaints. In addition, the division implemented a computerized case management information retrieval system that enables citizens to access complaint histories of businesses so that they can make informed pre-purchase decisions. Citizens also have the ability to file complaints electronically through the department's website.

Staff support is provided to the Consumer Protection Commission, Tenant Landlord Commission, and the Towing Advisory Board. Educational publications and brochures on a wide variety of consumer topics are developed for public distribution. The division also conducts an educational outreach program in which presentations are made to citizen associations, schools, and other interest groups. Staff also researches and develops a series of consumer programs for the division's Consumer Focus cable television show and administers a volunteer and student intern program.

In an effort to maintain data on all complaints received, the division will continue to develop and update its computerized case management information retrieval system that records, tracks, and disseminates complaint information. During FY 2002, the division will expand the computerized consumer complaint tracking system to provide for citizen and County interaction and information retrieval. The system, recently implemented, allows for the on-line filing of consumer complaints as well as the retrieval of complaint history records.

► Method of Service Provision

Services are provided directly by regular merit County employees Monday through Friday 8:00 a.m. to 4:30 p.m. After-hours support is also provided for arbitration hearings and evening speaking engagements.

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► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Formal complaints received	2,811	2,820	2,914	2,956	3,200
Formal complaints investigated	2,718	2,718	2,656	2,892	2,914
Complaint histories on businesses provided to citizens (other than complaints)	13,239	10,672	10,826	12,200	14,500
Percentage favorably resolved*	70%	70%	70%	85%	85%
Dollar value recovered	\$948,177	\$745,766	\$1,044,933	\$1,082,37	\$1,200,000
Internet inquiries acted upon (other than complaints)	NA	NA	NA	NA	150

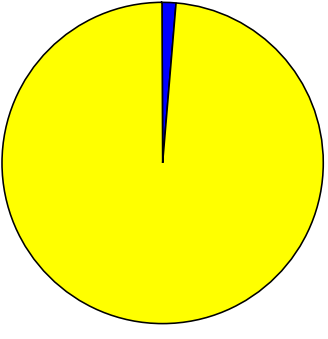
* With the implementation of the new computerized case management information retrieval system, the division is able to accurately track statistics as well as sorting out those complaints referred to other agencies. This, coupled with increased proficiency, has led to an increase in the favorable resolution rate.

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia Section 15.1-23.2
- FC Chapter 10

04-02-Licensing/Business Regulation

Fund/Agency: 001/04	Department of Cable Communications and Consumer Protection	
Personnel Services	\$146,421	<p>CAPS Percentage of Agency Total</p>  <p>1.3%</p> <p>98.7%</p> <p>■ Licensing/Business Regulation ■ All Other Agency CAPS</p>
Operating Expenses	\$46,460	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$192,881	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$175,091	
Other Revenue	\$0	
Total Revenue:	\$175,091	
Net CAPS Cost:	\$17,790	
Positions/SYE involved in the delivery of this CAPS	3/3.5	

► CAPS Summary

The licensing program is responsible for issuing licenses, permits or registrations to canvassers/peddlers/solicitors/vendors, promoters, massage establishments and therapists, pawnbrokers, precious metals and gems dealers, gun dealers, towing companies that engage in non-consensual towing of vehicles, retail merchants' going out of business sales, and charitable organizations soliciting in the County. In addition, the division regulates and licenses the operation of taxicabs for hire within the County by issuing operator certificates for taxicab companies and licenses to taxicab drivers. The individual license or permit is granted in compliance with the applicable Code of the County of Fairfax and the Code of Virginia. Current efforts are underway to allow the Fairfax County Police, at the substations, to interface with the computerized licensing database.

Department of Cable Communications and Consumer Protection

► Method of Service Provision

Services are provided by regular merit employees Monday through Friday 8:00 a.m.-4:30 p.m.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Taxicab Drivers	680	667	683	700	733
Peddlers & Solicitors	517	483	496	500	516
Other (precious metals and gem dealers, pawnbrokers and massage)	22	26	64	249	306
Taxi Inspections	948	982	964	1,006	1,050
Re-Inspections	130	120	164	150	165
Going Out of Business Permit Issued/Inspections	12	12	10	10	11
Total	2,309	2,290	2,381	2,615	2,781

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia 18.2-223, 18.2-224
- FC 28.1, 31, 33, and 84.1

Department of Cable Communications and Consumer Protection

► **User Fee Information**

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0460	Going Out of Business Fees	\$230
Current Fee		Maximum Allowable Fee Amount
\$65/license		\$65/license
Purpose of Fee: These permits ensure the legitimacy of the advertised Going Out of Business sales. These permits are valid for 60 days and may be renewed once. A business filing for a permit must provide a list of inventory to be sold during the sale, and the Consumer Protection Division investigates to ensure that only declared inventory is sold.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
VA 18.2-223 & 224	Ordinance Change	1983
Other Remarks:		

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0440	Massage Establishments/Therapists	\$42,000
Current Fee		Maximum Allowable Fee Amount
\$75/ Massage Establishments \$50/ Massage Therapists		\$75/Massage Establishments \$50/Massage Therapists
Purpose of Fee: License is a regulatory requirement for massage establishments and massage therapists in Fairfax County. The fees help to offset the administrative costs associated with processing the applications, conducting criminal background checks, and performing periodic inspections.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
VA 54.1-3029 FC: 28.1-3-2 FC: 28.1-2-2	Ordinance Change	2000
Other Remarks:		

Department of Cable Communications and Consumer Protection

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0457	Precious Metal Dealers/ Pawnbrokers License	\$4,500
Current Fee		Maximum Allowable Fee Amount
\$200/ License - Precious Metals Dealers \$25/ License - Pawnbrokers		\$200 Precious Metals \$25 Pawnbrokers
Purpose of Fee: License is regulatory requirement for all precious metals and gem dealers, as well as pawnbrokers operating in Fairfax County. These fees help offset the administrative costs associated with processing the applications, conducting criminal background checks, and performing periodic inspections.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
VA 54.1-4108 & 54.1-4111; FC: 33-1-3	Ordinance Change	1990
Other Remarks:		

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0458	Solicitor's License	\$8,195
Current Fee		Maximum Allowable Fee Amount
\$20/person		\$20/person
Purpose of Fee: License is regulatory requirement for door-to-door and temporary stand sales in Fairfax County. These fees help offset the administrative costs associated with processing the applications, conducting criminal background checks, and performing periodic inspections.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
VA: 15.1-37.3 FC:31-2-5	Ordinance Change	1984
Other Remarks:		

Department of Cable Communications and Consumer Protection

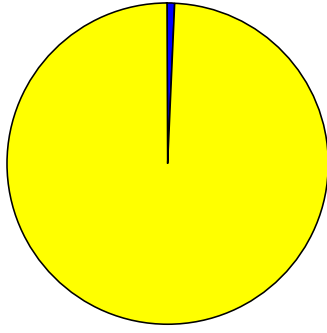
Subobject Code	Fee Title	FY 2002 ABP Fee Total
0450	Taxi Certificate Application & Taxi Certificate	\$89,817
Current Fee		Maximum Allowable Fee Amount
\$150/Taxi Certificate		\$150/Taxi Certificate
\$100/Certificate Application		\$100/Certificate Application
Purpose of Fee: License is regulatory requirement for taxicab drivers and companies operating taxicab companies in Fairfax County. These fees help offset the administrative costs associated with processing the applications, conducting criminal background checks, and performing periodic inspections.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
VA: 46.2-2017 FC: 84.1-3.5 84.1-2.8 84.1-2.2 84.1-2-13	Ordinance Change	1998/Certificate Application
Other Remarks:		

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0451	Taxi Transfer	\$3,625
Current Fee		Maximum Allowable Fee Amount
\$25/Taxi Transfer		\$25/Taxi Transfer
Purpose of Fee: License is regulatory requirement for taxicab drivers and companies operating taxicab companies in Fairfax County. These fees help offset the administrative costs associated with processing the applications, conducting criminal background checks, and performing periodic inspections.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
VA: 46.2-2017 FC: 84.1-3.5 84.1-2.8 84.1-2.2 84.1-2-13	Ordinance Change	1998 /Certificate Application
Other Remarks:		

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Subobject Code	Fee Title	FY 2002 ABP Fee Total
0459	Taxi License	\$26,724
Current Fee		Maximum Allowable Fee Amount
\$20/Hacker's Application		\$20/Hacker's Application
\$30/Hacker's License		\$30/Hacker's License
\$30/Hacker's Renewal		\$30/Hacker's Renewal
\$20/Taxi Inspection		\$20/Taxi Inspection
Purpose of Fee: License is regulatory requirement for taxicab drivers and companies operating taxicab companies in Fairfax County. These fees help offset the administrative costs associated with processing the applications, conducting criminal background checks, and performing periodic inspections.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
VA: 46.2-2017 FC: 84.1-3.5 84.1-2.8 84.1-2.2 84.1-2-13	Ordinance Change	1998/Certificate Application
Other Remarks:		

04-03-Utilities Analysis

Fund/Agency: 001/04	Department of Cable Communications and Consumer Protection	
Personnel Services	\$114,468	<p>CAPS Percentage of Agency Total</p>  <p>0.9%</p> <p>99.1%</p> <p>■ Utilities Analysis ■ All Other Agency CAPS</p>
Operating Expenses	\$19,912	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$134,380	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$134,380	
Positions/SYE involved in the delivery of this CAPS	2/1.5	

► CAPS Summary

The Utility Analysis responsibilities include the review of all accounting, economic, and financial issues associated with the provision of public utility services to Fairfax County citizens and government. In addition, the Utility Analyst's staff is responsible for developing testimony and exhibits as necessary for presentation before State and Federal regulatory agencies on behalf of the Board of Supervisors, the Consumer Protection Commission, or other County officials upon request. Duties include:

- Performs utility rate case intervention (electric, natural gas and telephone rates, issues and services) on behalf of County citizens, balancing utility company profit incentives with consumer concerns.
- Conducts electric contract negotiations (rates and service provisions) for County government electric service with Dominion Virginia Power and Northern Virginia Electric Cooperative. This support results in the most favorable contract terms at the lowest cost for all County Government agencies.

Department of Cable Communications and Consumer Protection

- Represents the County in a Joint Powers Agreement (JPA) association whereby local governments purchase power from competitive electricity suppliers. The JPA is responsible for developing RFPs and analyzing competitive bids for electricity services with the goal of attaining maximum cost savings from reliable providers over extended time periods. As part of this activity, advises County agencies on competitive purchasing implementation strategies and procedures.
- Undertakes natural gas contract negotiation, review, and analysis. Provides support and advice for to all County agencies on natural gas purchasing issues in order to ensure favorable and cost-effective contract service provisions.
- Negotiates and intervenes with utility companies on behalf of individuals, groups of County citizens, and County government agencies regarding service provision issues.
- Intervenes in cases involving sighting of electric high voltage transmission lines (HVTL) and provides assistance to citizens on issues involving underground natural gas and gasoline pipelines, as well as HVTL.

► Method of Service Provision

Services are provided directly by regular merit County employees Monday-Friday 8:00 a.m. to 4:30 p.m. Evening and weekend work is occasionally required.

► Performance/Workload Related Data

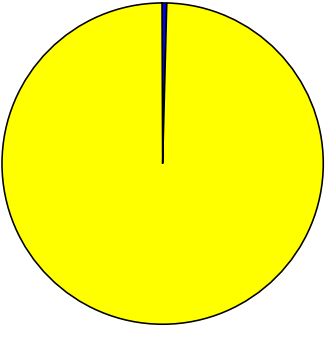
Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Utility rate and service cases analyzed	5	4	6	8	8
Utility rate and service case interventions before SCC	3	3	3	3	3

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- State Law Article IX, Section 3, 12.1-25, 4-12; Section 2

04-04-Homeowner Association Liaison

Fund/Agency: 001/04	Department of Cable Communications and Consumer Protection	
Personnel Services	\$62,976	<p>CAPS Percentage of Agency Total</p>  <p>0.5%</p> <p>99.5%</p> <p>■ Homeowner Association Liaison ■ All Other Agency CAPS</p>
Operating Expenses	\$13,274	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$76,250	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$76,250	
Positions/SYE involved in the delivery of this CAPS	1/1	

► CAPS Summary

This liaison position educates and supports the combined total of 1,700 homeowners' associations (HOAs), condominium unit owners' associations (COAs), and civic associations that represent approximately 80 percent of the County population. Staff prepares administrative information and complaint investigation and mediation services for organizations and citizens. The specific functions and services of this position include:

- Writing, updating, and publishing a 275-page detailed Community Association Manual covering the legal, fiscal, maintenance, operational management, and administration of community owners' associations.
- Investigates and resolves community association, tenant-landlord, and all non-consensual towing complaints filed with the Department.

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- Conducts seminars, workshops, and TV productions for association officers concerning issues of assessments, budgets and fiscal planning, legal and insurance matters, management procedures, and administrative responsibilities of associations.
- Handles telephone inquiries from citizens regarding the interpretation and application of the laws, ordinances, and governing documents of the different types of owners' associations, and their members' rights and obligations.
- Acts as Department staff liaison to the Tenant-Landlord Commission and the Towing Advisory Board, as required by the Board of Supervisors.
- Reviews non-consensual towing complaint histories to identify problems, prepare staff reports and recommendations for changes in towing rates, service requirements, and amendments of the ordinance to be presented to the BOS.
- Represents the Department of Cable Communications and Consumer Protection at meetings of District Councils, Federation of Citizen Associations, the Community Association Institute, and individual associations when requested.

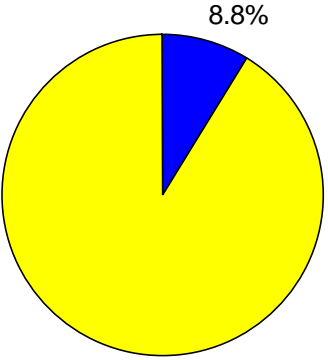
► Method of Service Provision

Service is provided by one regular merit employee Monday through Friday 8:00 a.m. to 4:30 p.m. Overtime is used to provide support for workshops, seminars, cable television productions, evening Commission meetings, and public speaking engagements.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Community Association Manual	1	-	1	-	1
Seminar/Workshop/ TV Production	3	3	7	4	9
Complaint Investigation (COAs, tenant-landlord, towing)	25	30	90	110	140
Telephone advice for (COAs, tenant-landlord, towing)	1,200+	1,200+	1,440+	1,540+	1,540+
Education Outreach Presentations (HOA, T/L)	3	7	10	18	24

04-05-Cable Communications Regulation

Fund/Agency: 105/04		Department of Cable Communications and Consumer Protection
Personnel Services	\$887,717	CAPS Percentage of Agency Total  91.2% 8.8% <div>■ Cable Communications Regulation ■ All Other Agency CAPS</div>
Operating Expenses	\$445,975	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$1,333,692	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$11,058,862	
Total Revenue:	\$11,058,862	
Net CAPS Cost:	(\$9,725,170)	
Positions/SYE involved in the delivery of this CAPS	21/10.5	

► CAPS Summary

Cable Communications Regulation includes: cable franchise administration for Cox Communications Northern Virginia and Comcast Communications; assessing liquidated damages for franchise or County Code Chapter 9.1 violations; Fund 105 Cable Communications administration; regulation of basic cable rates and equipment and installation charges; investigation and resolution of cable subscriber complaints; and, institutional network (I-Net) operation and administration. These activities are the result of the federal Communications Act, which delegated the power to franchise cable operators to a Local Franchising Authority. The County's franchising authority is administered by this CAPS. This program has a direct impact on the County and its 260,000 households that subscribe to a cable service provider, as represented by the following examples:

- Regular review of a cable operator's customer service performance to ensure strict conformance with Federal Communications Commission (FCC) and County regulations and statutes;

Department of Cable Communications and Consumer Protection

- Intervention on behalf of cable subscribers in complaints against the cable service provider;
- Responding to citizen inquires and questions regarding video services (e.g., cable, DBS, and broadcast);
- Serving as cable franchise administrator for the Town of Clifton, Herndon, and Vienna;
- Providing cable franchise administrative support to the City of Fairfax and Fall Church;
- Administration of Fund 105, Cable Communications, that includes the audit of cable operators' gross revenues and franchise fee payments;
- Auditing, accounting, and administration of cable franchise and public, educational, and governmental access fees;
- Auditing and evaluation of cable operator's rates and charges to ensure strict conformance with Federal Communications Commission cable rates and charges regulations;
- Preparing, in coordination with the County Attorney, and filing of County petitions with the FCC;
- Establishing an I-Net implementation team;
- Developing an preliminary I-Net system design; and,
- Coordinating I-Net construction to County/FCPS sites.

Note: The I-Net implementation and operational functions, and the corresponding four positions, were transferred to the Department of Information Technology (DIT) in February 2001. This was to consolidate the I-Net and telecommunications infrastructure programs. Coincident with this transfer, all the information and design elements related to the I-Net were provided to DIT. Therefore, the continuation of the I-Net related CAPS are reflected under DIT's Communications CAPS. However, the I-Net and I-Net positions continue to be funded by Fund 105 for the purpose of tracking all cable revenues and expenditures.

► **Method of Service Provision**

Services are provided primarily by merit County employees, Monday through Friday, 8:00 a.m. to 4:30 p.m. Additional services are provided by exempt limited term County employees as required.

► **Performance/Workload Related Data**

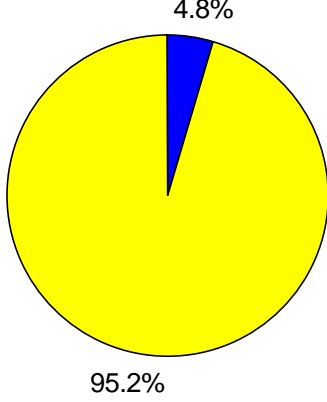
- Many of the functions and services of this CAPS are of a managerial or analytical nature, which are difficult to measure as performance standards (e.g., franchise transfer and renewal activities, franchise administrative support Towns and Cities, special cable operator audits, etc.).
- Systematic review cable operator's customer service performance, that resulted in the assessment of \$31,400 in FY 2001 of liquidated damages and an improvement in the availability of customer service representatives to answer subscriber inquires and complaints.
- Intervention in FY 2001 on behalf of 729 cable subscriber complaints, resolving 698 of those complaints as of July 2001.
- Audited Cox Communications' telephone answering statistics.
- Conducted I-Net site surveys and mapping of approximately 80 County facilities.
- Reviewed and revised approximately 30 County facility I-Net construction plans.
- Developing a preliminary WAN architecture with the major County/FCPS vendor to support existing and future applications.

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 26 - 50%. The specific Federal or State code and a brief description of the code follows:

- Communications Act of 1934, as amended
- Title VI, Cable Communications and Code of Virginia Section 15.2-2108, Licensing, etc., and regulation of cable television systems. Enabling and regulatory statutes for the franchising of cable communications systems.

04-06-Cable Communications Enforcement

Fund/Agency: 105/04	Department of Cable Communications and Consumer Protection	
Personnel Services	\$496,073	CAPS Percentage of Agency Total  4.8% 95.2% <div>■ Cable Communications Enforcement ■ All Other Agency CAPS</div>
Operating Expenses	\$229,587	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$725,660	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$725,660	
Positions/SYE involved in the delivery of this CAPS	0/8	

► CAPS Summary

Cable Communications Enforcement includes: engineering review and approval of franchised cable plant construction and maintenance plans; inspection and citations for cable construction and maintenance performed on County property or rights-of-way; testing and performance certification of cable facilities; enforcement of Federal Communications Commission technical and performance standards; enforcement of national and state cable construction codes (e.g., National Electrical Safety Code); and, issuance of penalties (fines) for construction violations or the failure to meet technical specifications. This program ensures that public safety is paramount in the construction and operation of cable systems in Fairfax County, and includes the following elements of engineering review and enforcement:

- Enforcement of franchise technical provisions and appropriate cable construction methodology through the review of County-required cable company construction design and/or redesign submissions;
- Review and approval of internal cable communication wiring in County facilities;

Department of Cable Communications and Consumer Protection

- Inspection of cable construction for safe construction practices and conformance with applicable federal, state, and local telecommunications codes and franchise provisions;
- Inspection of cable construction in the public rights-of-way as an enforcement agent for the Virginia Department of Transportation (VDOT);
- Supervising and auditing cable system conformance with Federal Communications Commission biannual proof-of-performance testing;
- Investigation of subscriber complaints involving signal quality and other questions of cable system conformance to FCC and County technical standards;
- Issuing Stop Work orders for cable construction safety violations and violation notices for other cable construction violations; and,
- Assessing penalties against cable operators for violations that continue beyond the specified period allowed for correction.

► **Method of Service Provision**

Services are provided primarily by merit County employees, Monday through Friday, 8:00 a.m. to 4:30 p.m. Additional services are provided by consulting engineers as required.

► **Performance/Workload Related Data**

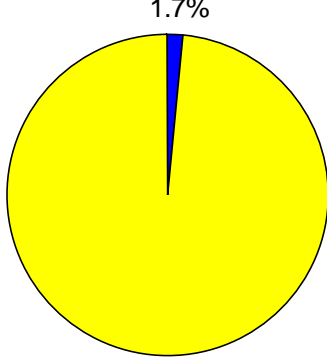
- Imminent danger construction violations resulted in 19 Stop Work orders in FY 2001;
- Total of 6,391 construction sites inspected in FY 2001;
- A new inspection program based on a survey of best practices was implemented in February 2001. Since program implementation:
 - 90 notices of construction or network safety deficiencies issued;
 - 20 VDOT deficiencies issued;
 - 43 other code or franchise deficiencies issued;
 - 61 non-correction violation notices were issued;
 - \$2,600 in penalties were assessed against cable operators for non-compliance; and,
 - 100 percent ultimate conformance rate as of July 2001.
- Additionally, for FY 2001:
 - Installation of 84 County cable service locations (i.e., TV, VCR, converter box);
 - Total of 179 service calls to County agencies; and
 - Total of 117 technically-related subscriber complaints investigated.

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 51 - 75%. The specific Federal or State code and a brief description of the code follows:

- C.F.R. 47, Part 76, Multi-channel Video and Cable Television Service and Code of Virginia, Section 15.2-2108, Licensing, etc., and regulation of cable television systems. Local Franchising Authorities enforce FCC performance and customer service standards.

04-07-Communications Policy and Analysis

Fund/Agency: 105/04	Department of Cable Communications and Consumer Protection	
Personnel Services	\$226,879	CAPS Percentage of Agency Total  1.7% 98.3% <div>■ Communications Policy and Analysis ■ All Other Agency CAPS</div>
Operating Expenses	\$28,798	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$255,677	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$255,677	
Positions/SYE involved in the delivery of this CAPS	0/2.5	

► CAPS Summary

Broadband Communications Policy, Analysis, and Development includes: developing testimony or drafting legislation for federal, state, and local telecommunications initiatives; analysis of, and participation in judicial broadband services proceeding that could significantly impact Fairfax County; the research and analysis of telecommunications topics as requested by the County Executive or Board of Supervisors; administering County conformance to related federal and state telecommunications statutes; coordinating County's response to telecommunications issues and actions; administration of non-County cable franchise requirements; supporting regional and state organizations on telecommunications issues; and, developing and negotiating video service franchises.

The passage of the Telecommunications Act of 1996, along with the intensive technological development of the telecommunications industry as a whole, continues to have a significant impact on the County and its citizens. The County has assumed a leadership role in this process at all federal, state and local governmental levels as is demonstrated by the following examples:

Department of Cable Communications and Consumer Protection

- Developing testimony on congressional legislation, including amendments to the Communications Act, and Federal Communications Commission proposed regulations on the provision of broadband services ;
- Preparing drafts and participating in judicial proceedings, including cases involving the pass through of non-subscriber fees to subscribers and improved customer service standards;
- Assisting the National Association of Counties, the National Association of Telecommunications Officers and Advisors, the National Association of Consumer Agency Administrators, and the National League of Cities in their development of telecommunications legislative positions and testimony on telecommunications issues;
- Developing rights-of-way management partnerships with the Virginia Department of Transportation and the local telecommunications construction industry;
- Providing legislative review of Virginia General Assembly telecommunications-related legislation;
- Providing leadership and position statements on telecommunications issues to the Washington, DC and Virginia Chapters of the Association of Telecommunications Officers and Advisors, the Virginia Association of Counties, and the Virginia Municipal League;
- Conducting special studies for the County Executive, the Board and commissions (e.g., Consumer Protection Commission) on telecommunications issues such as:
 - telecommunications resources available in Fairfax County,
 - telecommunications management, regulation and enforcement best-practices,
 - cable operator's exclusive contracts with multi-dwelling unit owners, and
 - multiple system cable operator performance in other jurisdictions;
- Updating County Code Chapter 9.1, Communications, to promote competitive video services, incorporate customer service standards, conform with federal and state requirements, and keep pace with technological innovations that impact the County;
- Providing analysis of telecommunications market conditions and specific company investigations regarding new and transfer video service applicants;
- Administering a public, educational, and governmental access program among users such as Fairfax Cable Access Corporation, Fairfax County Public Schools, George Mason University, and Northern Virginia Community College;
- Manages County agencies' response and actions regarding Countywide telecommunications issues by serving as Chair of the County Telecommunications Committee;
- Providing telecommunications presentations to citizen associations and groups; and,
- Serving as the Communications Administrator on the Institutional Network Steering Committee.

Department of Cable Communications and Consumer Protection

As the pace of telecommunications issues continue to increase, the County will be faced with both unforeseen and anticipated requirements. At the federal level, there is mounting pressure to reopen the Telecommunications Act of 1996, develop new initiatives to promote video services competition and manage rates, and create new wireless services (with the resulting antenna siting issues). At the state level, better methods of rights-of-way management need to be developed, local control over planning and zoning must be insured, and appropriate compensation for use of County property by current and new telecommunications providers required. The County will face the challenges of renewal proceedings for Comcast Communications, the solicitation of a competitive cable overbuilder, improving rights-of-way management, and other issues associated with the ongoing changes in telecommunications technology, the industry, and federal and state requirements.

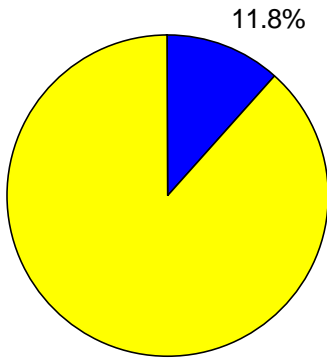
► **Method of Service Provision**

Services are provided primarily by merit County employees, Monday through Friday, 8:00 a.m. to 4:30 p.m. Additional services are provided by exempt limited term County employees as required.

► **Performance/Workload Related Data**

The passage of the Telecommunications Act of 1996, the wholesale revision of federal and state telecommunications legal and regulatory regime, and the intensive technological development of the telecommunications industry as a whole, has significantly added to the demand for this CAPS. The increase in demand for these services has been met through reassignment of position responsibilities with no additional positions added to the division.

04-08-Fairfax County Government Cable Channel

Fund/Agency: 105/04	Department of Cable Communications and Consumer Protection	
Personnel Services	\$1,208,191	CAPS Percentage of Agency Total  88.2% 11.8% <div>■ Fairfax County Government Cable Channel</div> <div>■ All Other Agency CAPS</div>
Operating Expenses	\$398,252	
Recovered Costs	\$0	
Capital Equipment	\$187,500	
Total CAPS Cost:	\$1,793,943	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$2,000	
Total Revenue:	\$2,000	
Net CAPS Cost:	\$1,791,943	
Positions/SYE involved in the delivery of this CAPS	22/17	

► CAPS Summary

The major function of the Communications Productions Division is the development of programming for the County government cable channel, Channel 16. The Division serves as a centralized video production center for the Board of Supervisors, County Executive, and all County agencies to communicate information to citizens via cable television. This centralized resource has proven to be the most economical and efficient means to provide television programming to the public. Channel 16 operations account for approximately 75 percent of the staff hours and budget for the division.

Funding for these services is in Fund 105, Cable Communications, and is supported in full from cable franchise fee revenues.

In FY 2002 the staff goal is to expand television production services while maintaining cost, quality and workhour efficiencies; conduct a customer satisfaction survey; and continue the transition to digital operations to better serve the public and internal agencies.

Department of Cable Communications and Consumer Protection

In FY 2002 Channel 16 will expand production services by televising 360 live Board of Supervisors, Planning Commission, Board of Zoning Appeals, County Executive projects and Board directed special programming, monthly district programs, and town meetings. In addition, staff will produce 185 informational programs and special projects from 27 County agencies to meet public need. The total of original programming hours for this fiscal year is estimated at 887 hours, an increase of 21 hours over FY 2001. In addition to programming, staff is also responsible for approximately 750 bulletin board messages a year on the channel. Through management initiatives and new technology, staff has been able to expand the number of programs produced while reducing the workhours needed to complete programs. (A detailed description is included under the Performance/Workload data section of this report.) As in prior years, the three highest users of production services are 1) the Board of Supervisors, with a combination of televised meetings, monthly programs, and town meetings; 2) the Police Department with public safety information; and 3) Parks and Recreation with information on leisure programs and services.

Channel 16 is nationally recognized for excellence and the quality of the productions produced by staff, winning 58 awards in the past 5 years and 150 awards since the inception of the channel in 1983, including the Best Government Access Channel in the country from the Alliance for Community Media for two years.

In FY 2002 the division is conducting a two-phased customer satisfaction survey to determine the quality of services. Phase one, which surveys the satisfaction of client agencies, will be used as a baseline for in-house satisfaction with programming services. Phase two will survey public reaction to programming and assist in determining the course of future productions.

The division continues to replace analog equipment with digital based operating equipment as items reach the end of their usable lifespan. This has enabled the channel to improve quality and play video programming 24 hours a day, doubling the amount of programming available to the public.

The staff continues to find technology solutions to production challenges, moving operations to more efficient computer-based systems in both technical and administrative areas. The need for reliable and effective communications with citizens is expected to continue to grow in future years. Staff is finding ways to continue to work more efficiently and to utilize the programs created for Channel 16 in multiple ways for greater public impact and community outreach. As the institutional network of the cable system develops, there will be the capability for two-way communications with citizens at remote locations to participate in public meetings.

Channel 16 meets the needs of special populations through the closed captioning of Board of Supervisors meetings and some non-English programming. In the future it is anticipated that more captioning and translation services will be required for effective communications with all citizens, with the possibility of captioning additional meetings and informational programs in the near future.

► Method of Service Provision

Services are provided by a combination of regular merit and exempt limited-term (ELT) employees. ELT employees assist on an as needed basis to meet the special staffing demands of a variety of television productions. Support services such as closed captioning, language translation, music services, narration, and major equipment repair, are contracted with the business community. The service is provided on demand as the event occurs and therefore, is available 24/7 to the County and the public. Staff routinely works evenings and weekends to ensure that County activities and events are available to the public via television.

Department of Cable Communications and Consumer Protection

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Output:					
Number of hours of Channel 16 programming ¹	848	841	795.75	866	887.1
Number of programs of Channel 16 programming	538	604	584	576	576
Number of original live program hours	723	713.5	666	714	714
Number of original studio program hours	32	21.5	26	34	34
Number of original field program hours	93	104.25	103.75	118	138.5
Efficiency:					
Live program work hours per program hour	5.6	4.8	4.7	5.5	5.5
Studio program work hours per program hour	39.4	41.3	36	44	43.8
Field program work hours per program hour	168.2	162.7	164.8	171	157.9
Service Quality:					
Percentage of clients satisfied with Channel 16 programs	N/A	N/A	N/A	97%	97%
Outcome:					
Completed/ requested programs on Channel 16.	97%	98%	100%	98%	98%

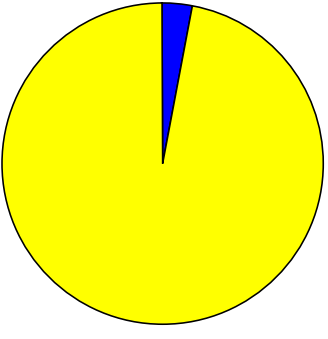
¹ The decrease in the FY 1999 and FY 2000 actual number of studio programs reflects the Board of Supervisors' policy to limit Board member appearances on Channel 16 during an election year, decreasing the number of studio programs in FY 1999 and FY 2000.

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 1 - 25%. The specific Federal or State code and a brief description of the code follows:

- As part of the Fairfax County Disaster Operations Plan the Communications Productions Division has a state mandate under the Code of Virginia 44-146.19E to perform duties related to the operation and maintenance of emergency public information systems.
- Title VI of the Communications Act of 1934, as amended, State and County law (Chapter 9 of the Code of the County of Fairfax) allows but does not mandate cable franchising authorities to establish channel capacity for governmental use and to enforce franchise payments in support of the service. The franchise agreements obligate the cable companies to provide the resources to support this CAPS and other cable-related functions of the County through the payment of a 5 percent franchise fee and continuing equipment grant for operations.

04-09-Fairfax County Training Network

Fund/Agency: 105/04	Department of Cable Communications and Consumer Protection	
Personnel Services	\$241,638	<p>CAPS Percentage of Agency Total</p>  <p>3.0%</p> <p>97.0%</p> <p>■ Fairfax County Training Network ■ All Other Agency CAPS</p>
Operating Expenses	\$179,651	
Recovered Costs	\$0	
Capital Equipment	\$37,500	
Total CAPS Cost:	\$458,789	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$458,789	
Positions/SYE involved in the delivery of this CAPS	0/3	

► CAPS Summary

The Communications Productions Division is the centralized video production center and satellite conferencing facility for training via cable television for County employees. The Division produces training videotapes, operates an internal bulletin board for employee information, and downlinks telecourses for the Fairfax County Training Network (FCTN), formerly listed as Channel 41. The division works in conjunction with the Department of Human Resources to identify training programs for employees, purchase videotapes for the Employee Lending Library, and hires speakers for special training events such as the Millenium Forum series. This centralized resource has proven to be the most economical and efficient means to provide television training and internal communications to employees. The division also maintains a loan pool of video equipment that can be borrowed by County agencies to accomplish training and internal communications needs that do not require professional staff operations.

Funding for these services is in Fund 105, Cable Communications, and is supported in full from cable franchise fee revenues.

Department of Cable Communications and Consumer Protection

In FY 2002 the staff goal is to assist in training and educating the County workforce in the most cost effective manner possible by increasing the number of purchased programs and satellite telecourses while reducing the work hours needed for original programming, conduct a customer satisfaction survey, and continue the transition to digital operations to better serve internal technical operations.

In FY 2002 FCTN will continue to produce original programming to meet training needs and supplement with commercial video telecourses and training tapes. Staff will produce 103 training and internal communications programs and special projects from eight County agencies to meet internal needs. Areas covered include leadership, teamwork, self-improvement, management issues, as well as computer skills to provide quality service to the public. The total of original programming hours for this fiscal year is estimated at 91 hours, a slight increase of 3 hours over FY 2001. Through management initiatives and new technology, staff has been able to expand the number of programs produced while reducing the workhours needed to complete programs. A detailed description is included under the Performance/Workload data section of this report.

In addition, the Division will continue down-linking telecourses from around the nation bringing employees nationally known leaders in training and motivation, such as presentations by Peter Drucker, to save the cost of employee travel and job absence.

This fiscal year the division is conducting a customer satisfaction survey to determine the quality of services on the FCTN. The survey will show the satisfaction of client agencies, and will be used as a baseline for improving programming services.

The division continues to replace analog equipment with digital based operating equipment as items reach the end of their usable lifespan. This has enabled the channel to play video programming 24 hours a day, doubling the amount of programming available to employees on the channel and better serving shift workers.

The need for reliable and effective communications with employees is expected to continue to grow and expand in future years. The trend has been to purchase more training programming and for staff to produce programs that are more in the area of employee communications. In the past two years, major initiatives from the Office of the County Executive have resulted in increased informational programming for employees covering the many changes in internal systems and operations. The format of these programs is less staff intensive to produce than original training videotapes. The result has been that the number of programs produced in the training area has increased but the workhours needed for the productions has decreased.

► Method of Service Provision

Services are provided by a combination of regular merit and exempt limited-term (ELT) employees. ELT employees assist on an as needed basis to meet the special staffing demands of a variety of television productions. Support services such as closed captioning, language translation, music services, narration, and major equipment repair, are contracted with the business community. Training videotapes and telecourses are purchased from a number of national providers of training programs to meet County goals.

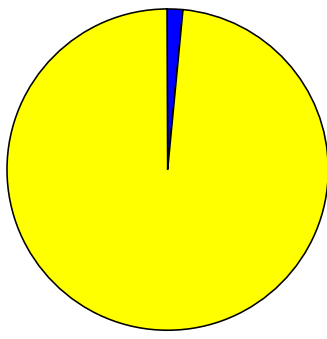
The service is provided on demand as the event occurs and therefore, is available 24/7 to employees. Staff routinely works evenings and weekends to ensure that County activities and events are available on FCTN.

Department of Cable Communications and Consumer Protection

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Output:					
Number of hours of FCTN programming	49.25	73	65	88.25	91.5
Number of FCTN programs	30	41	39	100	103
Number of original live program hours	6	26	28.5	4	12
Number of original studio program hours	15	12	6	24	36
Number of original field program hours	4.25	7.25	6.5	36.25	19.5
Efficiency:					
Live program work hours per program hour	5.6	4.8	4.7	5.5	5.5
Studio program work hours per program hour	39.4	41.3	36	44	43.8
Field program work hours per program hour	168.2	162.7	164.8	171	157.9
Service Quality:					
Percentage of client satisfied with FCTN programs	N/A	N/A	N/A	97%	97%
Outcome:					
Completed/requested programs on FCTN	97%	100%	100%	98%	98%

04-10-Video Production Services

Fund/Agency: 105/04	Department of Cable Communications and Consumer Protection	
Personnel Services	\$161,092	<p>CAPS Percentage of Agency Total</p>  <p>1.6%</p> <p>98.4%</p> <p>■ Video Production Services ■ All Other Agency CAPS</p>
Operating Expenses	\$53,100	
Recovered Costs	\$0	
Capital Equipment	\$25,000	
Total CAPS Cost:	\$239,192	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$239,192	
Positions/SYE involved in the delivery of this CAPS	0/2	

► CAPS Summary

The Communications Productions Division has experienced an increased demand in the past five years to meet requests from County agencies to utilize advanced video services. We have accomplished these tasks without increase in staff by management initiatives in other CAPS that allowed us to redirect resources to this new area. Funding for these services have been absorbed in Fund 105, Cable Communications, and are supported in full from cable franchise revenues.

A variety of video-related services are provided on demand, as the need arises, and have not been tracked as performance measures in budget documents. Over time, however, the requests for these services have grown to about 10 percent of the staff hours utilized in the division and will be measured in the future. These services include video conferencing, enhanced emergency message communications, tape duplication for citizens and agencies, video news releases, web video, kiosk video, website operations, CD production and replication, special event support, and technical support for agencies utilizing these technologies as part of cablecast programs and events.

Department of Cable Communications and Consumer Protection

Video conferencing through the video magistrate system that connects Mason district station to the judicial center is credited with dramatically reducing the amount of transport time by police officers and has enabled officers to spend more time on the street. The division assisted in the design and contract monitoring of this project and will continue to trouble-shoot equipment and participate in technology upgrades for the systems.

The CPD is also responsible for the technical support for 24/7 emergency communications via cable television and has recently redesigned the portable systems that allow messaging on Channel 16 via a remote laptop computer.

Tape duplication of public meetings saves transcription time in the Clerk's office and allows citizen access to programming. The number of tape duplications grew from 2,080 in FY 1998 to 2,436 in FY 2001 and is expected to continue to grow.

The division developed the first video news release for the County in May of 2001, a new style and format of video that was distributed throughout the nation to promote the County usage of technology in the reapportionment process. Productions such as this are expected to continue to grow in demand in future years.

Designing messages for web video is another new area undertaken by the division and involves designing messages for this new medium, which is also expected to grow in demand. The division continues to research the possibility of webcasting public meetings as a service to the public, and if initiated, will be a major new area to be undertaken in the future. In addition, the division designs and manages the website operations for the Department of Cable Communications and Consumer Protection, keeping information current, a task not undertaken during the prior Lines of Business.

The advent of the kiosk information systems, CRIS, has also impacted the production services of the division. CPD is responsible for the video on the kiosks, developing attraction loops, video packages on individual pages, and assisting on effective video applications with the kiosk team. Kiosk video support and updates is a new requirement for the division.

The CPD developed its first audio/video pilot CD this year as a response to an agency request to distribute the video program on this format, and more applications in this area are anticipated.

Special event support is an increasing demand for the division. This includes planning and consulting on special events such as the Telework Day, and providing staff support for Board room, forum, and conference center events that are not televised. The division is also finding that video engineering support services and consulting on product applications have increased dramatically and will continue to be needed at all levels.

► Method of Service Provision

Services are provided by a combination of regular merit and exempt limited-term (ELT) employees. ELT employees assist on an as needed basis to meet the special staffing demands required by this CAPS.

The service is provided on demand as the event occurs and therefore, is available 24/7 to the County and the public.

Department of Cable Communications and Consumer Protection

► Performance/Workload Related Data

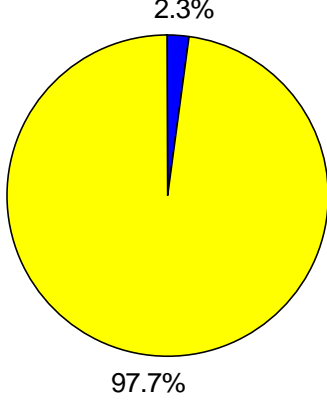
Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Total number of Video Duplications per year	2,080	2,507	2,785	2,850	2,850
Total number of Kiosk clips digitized per year	30	34	31	40	40
Percent of clients satisfied with service quality	N/A	N/A	N/A	97%	97%

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 1 - 25%. The specific Federal or State code and a brief description of the code follows:

- As part of the Fairfax County Disaster Operations Plan the Communications Productions Division has a state mandate under the Code of Virginia 44-146.19E to perform duties related to the operation and maintenance of emergency public information systems.
- Title VI of the Communications Act of 1934, as amended, State and County law (Chapter 9 of the Code of the County of Fairfax) allows but does not mandate cable franchising authorities to establish channel capacity for governmental use and to enforce franchise payments in support of the service. The franchise agreements obligate the cable companies to provide the resources to support this CAPS and other cable-related functions of the County through the payment of a 5 percent franchise fee and continuing equipment grant for operations.

04-11-Archives and Records Management

Fund/Agency: 001/04	Department of Cable Communications and Consumer Protection	
Personnel Services	\$253,347	<p>CAPS Percentage of Agency Total</p>  <p>2.3%</p> <p>97.7%</p> <p>■ Archives and Records Management ■ All Other Agency CAPS</p>
Operating Expenses	\$88,826	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$342,173	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$1,765	
Other Revenue	\$0	
Total Revenue:	\$1,765	
Net CAPS Cost:	\$340,408	
Positions/SYE involved in the delivery of this CAPS	5/5	

► CAPS Summary

Archives and Records Management is responsible for the development and implementation of Records retention schedules as legally mandated by the Code of Virginia. Under this mandate, the Archives and Records Center is responsible for retention of historical or permanent records and for the provision of direct access to these records by the general public and by County agencies. Archives is also responsible for ensuring the maintenance of inactive County records of a non-permanent nature until the expiration of their retention schedule and for the proper destruction of these records at the appropriate time. In addition, Archives is responsible for providing professional assistance to County agencies in records and forms management and for maintaining County records through the most efficient and effective storage methods available.

Department of Cable Communications and Consumer Protection

► Method of Service Provision

Service is provided by County staff. Staff conducts training seminars regarding records storage; inventories and surveys agencies' documents in order to determine what types of documents are currently being stored by the agency on site; provides a record retention and disposition schedule to the agency; and performs record disposal activities based on agencies' retention and disposal schedules.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate
Requests for document retrievals received and refiled	9,530	10,000	9,593	7,608	7,600
Document requests shipped within 24 hours	7,624	8,500	9,000	6,847	6,840
Cost per retrieval/refile action	\$3.00	\$3.00	\$3.56	\$3.14	\$2.69
Percent of clients rating timeliness and dependability of services as satisfactory	95.0%	95.0%	90.0%	95.0%	95.0%
Percent of documents retrieved and shipped within 24 hours	80.0%	85.0%	93.8%	90.0%	90.0%

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

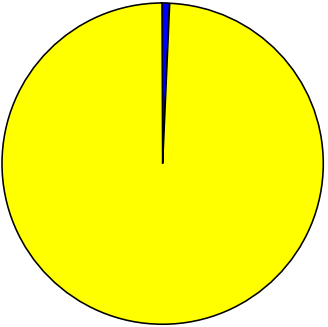
- Code of Virginia 42.1-82 - Each public official having in his custody official records shall assist the Library Board in the preparation of an inventory of all public records in his custody and in preparing a suggested schedule for retention and disposition of such records
- Code of Virginia 42.1-85 - It shall be the duty of any agency with public records to cooperate with the State Librarian in conducting surveys and to establish and maintain an active, continuing program for the economical and efficient management of records of such agency.
- Code of Virginia 42.1-87 - Custodians of public records shall keep them in fireproof safes, vaults or in rooms designed to ensure proper preservation and in such arrangement as to be easily accessible. Each agency shall establish and maintain an active continuing program for the economic and efficient management of records.

Department of Cable Communications and Consumer Protection

► User Fee Information

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0604	Archives Copier Revenue	\$1,765
Current Fee		Maximum Allowable Fee Amount
\$0.10 per copy plus state tax for agencies records, \$0.25 per copy plus state tax for General District records		\$0.50 per copy
Purpose of Fee: To meet copier and paper supply costs.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
<u>Code of Virginia</u> 17.1-275	Requirements to change the fee are governed by the Virginia General Assembly. Reference <u>Code of Virginia</u> 17.1-275. Items 8 and 9, Circuit Courts are empowered to charge \$0.50/page.	1983
Other Remarks: The Archives and Records Center is currently not storing or maintaining any Circuit Court records.		

04-12-Publications/Gift Store Sales

Fund/Agency: 001/04	Department of Cable Communications and Consumer Protection	
Personnel Services	\$67,370	<p>CAPS Percentage of Agency Total</p>  <p>0.9%</p> <p>99.1%</p> <p>■ Publications/Gift Store Sales ■ All Other Agency CAPS</p>
Operating Expenses	\$78,399	
Recovered Costs	(\$30,659)	
Capital Equipment	\$14,000	
Total CAPS Cost:	\$129,110	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$93,817	
Other Revenue	\$0	
Total Revenue:	\$93,817	
Net CAPS Cost:	\$35,293	
Positions/SYE involved in the delivery of this CAPS	2/1.5	

► CAPS Summary

The Publications Center is responsible for developing and managing a program to ensure the most effective methods of distribution to the general public and to all County agencies of County/State Codes, Ordinances and publications; e.g. The History of Fairfax County, Fairfax County Street Atlas, Area Plan maps, Public Facilities Manual, etc. The Center is responsible for the timely dissemination of any changes to existing Codes or Ordinances through the management of a subscription mailing service and for the operation of a retail style distribution and commemorative gift center.

► Method of Service Provision

Service is provided by County employees from 8:00 a.m. to 4:30 p.m. Monday-Friday through the operation of a retail style distribution center and a subscription mailing service.

Department of Cable Communications and Consumer Protection

► **Performance/Workload Related Data**

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate
Titles available	285	300	325	367	367
Publication items sold	19,621	20,813	17,926	15,804	16,000
Commemorative items sold	N/A	1,674	3,080	4,272	4,000
Subscription sold	598	825	1,186	1,543	1,600
Copies produced	1,845	1,730	1,390	1,120	1,560

► **User Fee Information**

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0602	Commemorative Gifts	\$14,280
Current Fee		Maximum Allowable Fee Amount
Varies per item		Reasonable charges not to exceed actual costs.
Purpose of Fee: Fees charged for commemorative gifts are set based on the vendor contracts for the particular items provided through the Publications Center.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
VA Code 2.1-342	Based on County contract with vendor	2000-2001 (varies by contract)
Other Remarks: Prices are reviewed annually to ensure that costs are recovered.		

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0604	Copy Revenue	\$335
Current Fee		Maximum Allowable Fee Amount
\$.10 per copy		Reasonable charges not to exceed actual costs.
Purpose of Fee: A per copy fee of \$0.10/copy is charged for all copying services at the Publications Center to cover the cost of supplies, equipment and labor.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
VA Code 2.1-342	Current fee recovers costs. It was last reviewed in 2000 and determined to be adequate.	1992
Other Remarks:		

Department of Cable Communications and Consumer Protection

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0647	Publications Sales	\$79,202
Current Fee		Maximum Allowable Fee Amount
Varies with item		Reasonable charges not to exceed actual costs.
Purpose of Fee: Fees charged for publications are set by County agencies and by the Publications Center.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
VA Code 2.1-342	Fees are set to recover costs of production	200-2001 (varies by contract)
Other Remarks:		

04-13-Management/Administrative Services

Fund/Agency: 001/04	Department of Cable Communications and Consumer Protection	
Personnel Services	\$408,867	<p>CAPS Percentage of Agency Total</p> <p>3.2%</p> <p>96.8%</p> <p>■ Management/Administrative Services ■ All Other Agency CAPS</p>
Operating Expenses	\$69,485	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$478,352	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$478,352	
Positions/SYE involved in the delivery of this CAPS	7/7	

► CAPS Summary

Management/Administrative Services includes management and fiscal control of all agency cost centers and activities to ensure optimum utilization of resources in providing services for which the agency is responsible. This includes, but is not limited to: establishing long- and short-term goals; ensuring compliance with Board directives; identifying cost savings; establishing and monitoring customer service objectives; compiling all fiscal documents related to operations of the agency; performing all procurement, personnel and training functions related to needs of the cost centers; monitoring and auditing all invoices for services provided to ensure proper contract prices are charged and to recover any overcharges when necessary; billing user agencies promptly and equitably for postage, publications, printing, microfilming, and digital copier services; and performing accounts payable functions.

Department of Cable Communications and Consumer Protection

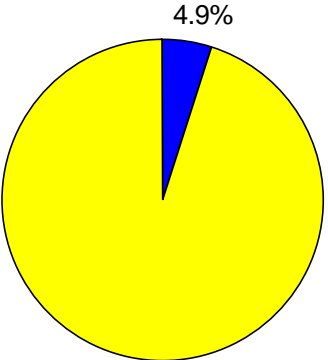
► Method of Service Provision

Service is provided directly by County employees. Employees interact directly with County agencies and other entities through the use of the various corporate database systems (CASPS, FAMIS, PRISM, etc.). Staff acts as the main contact point with agencies and vendors on issues of billing and payments. In addition, staff interacts with Cost Center staff in dealing with budget preparation, procurement procedures, contract review, technical review and overall general support functions. Service is provided from 8:00 a.m. to 4:30 p.m. Monday through Friday.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate
Percent of users rating service quality as satisfactory	95%	97%	97%	97%	97%

04-14-Mail Services/Delivery

Fund/Agency: 001/04		Department of Cable Communications and Consumer Protection
Personnel Services	\$503,551	<p>CAPS Percentage of Agency Total</p>  <p>4.9%</p> <p>95.1%</p> <p>■ Mail Services/Delivery ■ All Other Agency CAPS</p>
Operating Expenses	\$3,130,382	
Recovered Costs	(\$2,887,923)	
Capital Equipment	\$0	
Total CAPS Cost:	\$746,010	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$6,474	
Other Revenue	\$0	
Total Revenue:	\$6,474	
Net CAPS Cost:	\$739,536	
Positions/SYE involved in the delivery of this CAPS	15/15.5	

► CAPS Summary

Mail Services is responsible for providing all County agencies with total mail services in the most effective manner at the lowest possible cost. This includes continually monitoring and evaluating the overall effectiveness of mail services; collecting, processing and distributing all incoming and outgoing United States Postal Service (USPS) mail, as well as all internal County interagency mail. This division is also responsible for reviewing and evaluating proposed USPS regulation and rate changes, and informing County agencies of the impact of such changes. In addition, Mail Services is responsible for determining and recommending to County agencies the most efficient and effective methods of delivering mailings, including special requirement mailings. Furthermore, this division is responsible for the processing and delivery of all County tax-related documents, the Weekly Agenda and the Courier, and for courier and delivery service for other agencies.

Department of Cable Communications and Consumer Protection

► Method of Service Provision

Private contractors and County staff provide the following services on a daily basis:

- Mail pick-up at the United States Postal Service (USPS) facility;
- Processing and delivery of USPS mail delivered directly to the Government Center;
- Pick up and processing of outgoing U.S. mail;
- Pick up, processing, and delivery of interoffice mail;
- Inserting, processing and delivery to USPS of all County tax-related documents;
- Review and coordination with USPS on rate increases and regulation changes and their impact on Fairfax County; and
- Addressing agencies' special requirements, ensuring the best rate and method of delivery.

Service is provided from 6:00 a.m. to 5:30 p.m., Monday-Friday. It should be noted that overtime is incurred during heavy mailing cycles and periodically on weekends.

► Performance/Workload Related Data

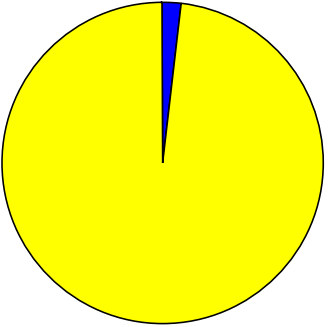
Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate
Outgoing US Mail (in millions)	7.5	7.9	7.1	7.8	7.8
Outgoing US Mail discounted (in millions)	6.0	6.4	5.6	6.0	6.3
Average cost per piece of outgoing US Mail	\$0.316	\$0.325	\$0.334	\$0.331	\$0.331
Percent of clients rating quality of services received as satisfactory	100%	95%	95%	95%	95%
Percent of outgoing US Mail discounted	80.0%	81.0%	78.9%	76.9%	80.8%

Department of Cable Communications and Consumer Protection

► **User Fee Information**

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0689	Library Copy Revenue	\$6,474
Current Fee		Maximum Allowable Fee Amount
\$0.15 per copy		\$0.15 per copy
Purpose of Fee: Charges are imposed to recover the costs for copying by citizens using the coin-operated copiers in the County libraries.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
Administratively authorized	See below	1998
Other Remarks: Contractual agreement with vendor; revenues are shared on a percentage basis between the County and the vendor. A contractual amendment would be required to adjust the fee charged.		

04-15-Micrographics

Fund/Agency: 504/04		Department of Cable Communications and Consumer Protection
Personnel Services	\$0	<p>CAPS Percentage of Agency Total</p>  <p>1.9%</p> <p>98.1%</p> <p>■ Micrographics ■ All Other Agency CAPS</p>
Operating Expenses	\$291,730	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$291,730	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$3,000	
Other Revenue	\$291,730	
Total Revenue:	\$294,730	
Net CAPS Cost:	(\$3,000)	
Positions/SYE involved in the delivery of this CAPS	0/0	

► CAPS Summary

This CAPS manages and coordinates microfilming permanent and non-permanent County documents. The filming process must result in archival quality film that is in compliance with the Code of Virginia for those documents requiring filming and retention as permanent records. Micrographics is also responsible for establishing and implementing plans for the filming of non-permanent records as a way to reduce document storage costs, while improving County service delivery by reducing document retrieval times and greatly decreasing the percentage of misfiled documents.

► Method of Service Provision

A private company under contract to the County provides microfilm service. County Archives staff (General Fund) perform contract monitoring, and identify, explore and implement additional microfilming or imaging applications to further increase the efficiency of County archiving activities.

Department of Cable Communications and Consumer Protection

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate
Jobs Completed	174	102	250	249	200
Jobs returned to customers within scheduled time frame	174	102	250	249	200
Cost per job	\$1,575	\$2,015	\$1,344	\$1,058	\$1,459
Percent of jobs returned to customers within schedule time frame	100%	100%	100%	100%	100%
Percent jobs completed within scheduled time frame	100%	100%	100%	100%	100%

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 76 - 100%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia 42.1-83 The State Library Board shall formulate and execute a program to inventory, schedule, and microfilm official records of counties and cities which it determines have permanent value and to provide safe storage for microfilm copies of such records.

► User Fee Information

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0617	Servicing Fee income	\$3,000
Current Fee		Maximum Allowable Fee Amount
\$15 per invoice		Not applicable - current fee is for partial cost recovery.
Purpose of Fee: A \$15.00 administrative charge for processing each invoice for agencies for whom micrographics contract service is provided.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
Administratively authorized	The agency is phasing this fee out as more agencies contract directly for micrographic services.	1997
Other Remarks:		

04-16-Printing Services

Fund/Agency: 504/04	Department of Cable Communications and Consumer Protection	
Personnel Services	\$1,033,546	<p>CAPS Percentage of Agency Total</p> <p>26.8%</p> <p>73.2%</p> <p>■ Printing Services ■ All Other Agency CAPS</p>
Operating Expenses	\$2,982,270	
Recovered Costs	\$0	
Capital Equipment	\$59,950	
Total CAPS Cost:	\$4,075,766	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$4,005,615	
Total Revenue:	\$4,005,615	
Net CAPS Cost:	\$70,151	
Positions/SYE involved in the delivery of this CAPS	20/20	

► CAPS Summary

This CAPS provides timely, cost-effective and quality printing and binding services to all County agencies, including offset printing, electronic digital printing and duplicating services. Printing services includes camera negative and plate preparation, operation of printing presses, operation of cutter equipment, collation and bindery operation and product packaging. Responsibilities include advising County agencies as to the most effective manner in which to produce the required job, and for scheduling production of work to meet any Federal, State or County mandates (e.g., production of Advertised/Adopted Budget documents).

Department of Cable Communications and Consumer Protection

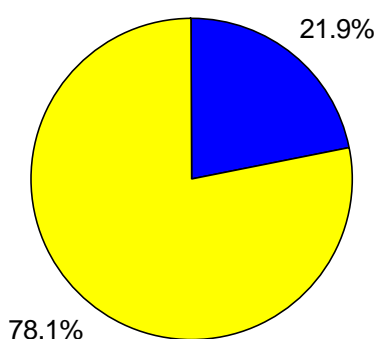
► Method of Service Provision

Printing services are provided by private sector contractors and by Fairfax County employees. Requests for services are made via an order form coordinated through the County Print Shop. A printing contract allows for competition between the County Print Shop and private sector printing companies on a "job by job" basis. As requests for certain printing jobs are presented by agencies, bids are prepared by the vendors and by the County Print Shop. A determination is made whether the product will be produced in-house or by an outside contractor based upon cost and delivery requirements. Those jobs that are less costly to produce in the private sector are outsourced, as long as production dates can be met.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate
Total offset, xerographic, and bindery jobs received	8,300	8,300	8,927	8,163	9,300
Pages produced – Offset Services (in millions)	NA	38.0	46.9	47.0	51.0
Pages produced – Digital Print (in millions)	NA	32.0	34.4	34.4	43.0
Pages produced – Digital Color	NA	240,000	204,824	565,000	720,000
Cost per page produced:					
- Offset Services	NA	\$.025	\$.022	\$.025	\$.025
- Digital Printing	\$.026	\$.025	\$.025	\$.027	\$.025
- Digital Color	\$1.00	\$0.75	\$0.39	\$0.28	\$0.25
Percent of print shop clients rating timeliness and dependability of satisfactory	93%	95%	95%	95%	95%
Percent of print shop jobs meeting deadlines	95%	95%	95%	95%	97%

04-17-Digital Copier/Printer Services

Fund/Agency: 504/04		Department of Cable Communications and Consumer Protection
Personnel Services	\$0	<p>CAPS Percentage of Agency Total</p>  <p>21.9%</p> <p>78.1%</p> <p>■ Digital Copier/Printer Services ■ All Other Agency CAPS</p>
Operating Expenses	\$3,332,141	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$3,332,141	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$155	
Other Revenue	\$431,986	
Total Revenue:	\$432,141	
Net CAPS Cost¹:	\$2,900,000	
Positions/SYE involved in the delivery of this CAPS	0/0	

¹ It is important to note that this CAPS includes \$2,900,000 as a Transfer-In from the General Fund to address General Fund agency copier costs.

► CAPS Summary

Digital Copier/Printer Services include establishment, implementation, and oversight for a program to ensure that County agency copying, printing, faxing, and scanning requirements are satisfied in the most efficient and effective manner through the use of Digital Multi-Function Devices (DMFD). Program activities include the development of a private sector contract to meet these requirements, ensuring vendor compliance with all elements of the contract, day-to-day management of the program, development of a networking implementation plan for utilization of the DMFD, and establishment of a fee structure to recover costs from County agencies. This program also includes oversight of a private sector contract to provide revenue-generating, coin-operated copying service and vend-card services, which are available for public use, principally at the Fairfax County Public Libraries.

Department of Cable Communications and Consumer Protection

► Method of Service Provision

Delivery of all DMFD service is centralized and provided by a private company under contract to the County. The contract, implemented in FY 2001 in conjunction with the Fairfax County Public School system, replaced outdated analog copy machines with digital multi-function devices capable of copying, printing, faxing, and scanning. This program was implemented to reduce overall costs and improve quality of service. The Management/Administrative Branch under the General Fund is responsible for the oversight of this program.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate
Office copies made (in millions)	62.3	62.6	53.7	65.5	85.0
Cost per office copy	\$.026	\$.025	\$.029	\$.039	\$.040
Percent of office copier clients satisfied with services	80%	80%	80%	80%	85%
Client charge per office copy	\$.030	\$.030	\$.030	\$.030	\$.040

► User Fee Information

Subobject Code	Fee Title	FY 2002 ABP Fee Total
0604	Copier Machine Revenue	\$155
Current Fee		Maximum Allowable Fee Amount
\$0.15/ copy		Reasonable charges not to exceed actual costs.
Purpose of Fee: To recovery cost for coin-operated copier.		
Levy Authority	Requirements to Change the Fee	Year Fee Was Last Adjusted
<u>Code of Virginia</u> 2.1-342	Fees are set to recover costs.	1992
Other Remarks: A coin operated copier is provided at the Government Center for the convenience of citizens using the facility who need to copy documents.		



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Employee Benefits

Employee Benefits

► Agency Mission

To provide centralized budgetary and financial control over employee fringe benefits paid by the County, including Social Security contributions (FICA), health insurance, life insurance, retirement contributions and general County training.

Agency 89, Employee Benefits is a set of consolidated accounts that provide budgetary control for most employee fringe benefits paid by the County. Benefits paid for all County employees of General Fund agencies are expended from this agency, as well as most benefits paid for County employees in Non-General Fund agencies. Reimbursements are received from Non-General Fund agencies for benefits paid on behalf of their employees.

► Trends/Issues

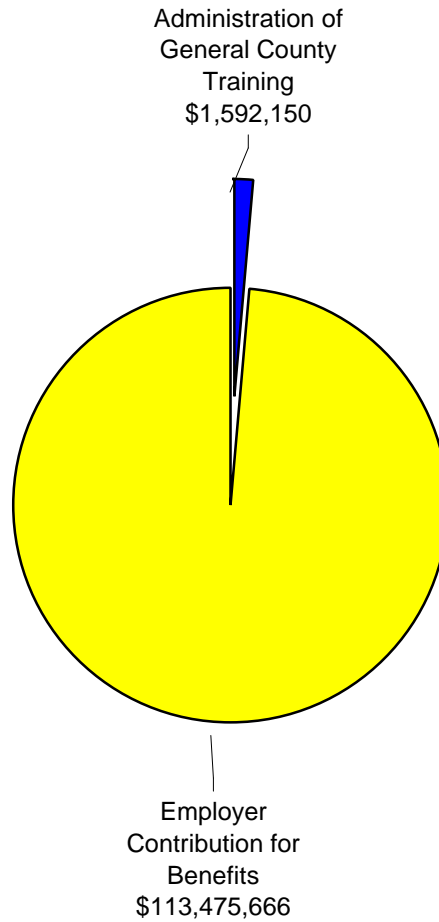
Not applicable.

► Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
89-01	Administration of General County Training	\$1,592,150	0/0
89-02	Employer Contribution for Benefits	\$113,475,666	0/0
TOTAL Agency		\$115,067,816	0/0

Employee Benefits

Employee Benefits

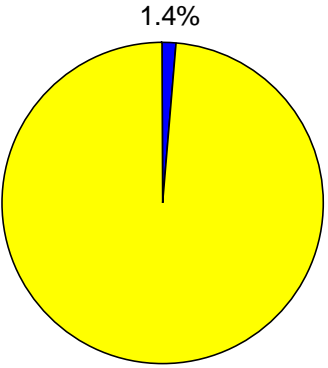


Total FY 2002 Adopted Budget Expenditures = \$115,067,816

Total FY 2002 Adopted Budget Net Cost = \$115,067,816

Employee Benefits

89-01-Administration of General County Training

Fund/Agency: 001/89		Employee Benefits
Personnel Services	\$13,000	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">1.4%</p> <p style="text-align: center;">98.6%</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> ■ Administration of General County Training ■ All Other Agency CAPS </div>
Operating Expenses	\$1,579,150	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$1,592,150	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$1,592,150	
Positions/SYE involved in the delivery of this CAPS	0/0	

► CAPS Summary

The goal of the General Training Program is to develop and enhance the performance capabilities of all county employees to address both current production/performance requirements as well as to proactively prepare the workforce to meet future requirements.

Developing this highly skilled workforce facilitates providing excellent service to constituents and creates the organizational capacity to leverage new opportunities and achieve our strategic goals.

Employee Benefits

General Training Program services are available to all County employees. This program targets skills and competencies in the high impact areas of leadership, management and supervisory development, communications and interpersonal skills, team building and selected diversity issues. More specifically, this program will:

- Provide agencies assistance addressing organizational issues impacting performance management;
- Administer the tuition assistance programs and the Countywide learning management system;
- Support the implementation of mission-critical organizational programs, such as subsequent phases of the new performance management system and new technology roll-outs;
- Support the transition of language training initiative to the new Language Coordinator;
- Expand the highly successful Supervisory Development pilot;
- Information Technology training;
- Outlook training; and
- Continue leadership development efforts associated with George Mason University, the University of Virginia and the Council of Governments.

According to the American Society for Training and Development, the top-performing quartile of private sector, like-size companies annually invests an average of \$1,595 per employee while the lowest-performing quartile invests an average of \$128.00 per employee. The average training budget for organizations with staff exceeding 10,000 employees (public and private sector) is \$6.5 million. (Industry Report 2000: A Comprehensive Analysis of Employer-Sponsored Training in the United States, American Society for Training and Development).

The current level of funding for General Training (TAP, LTAP, Language Training, Communicating, Supervisory Development and E-Training) translates into an average investment of approximately \$120 per merit regular County employee. Through judicious leveraging of those funds, employees can participate in a wide array of development activities.

It should be noted that in addition to the funds included in Agency 89 for General County training, \$3.24 million has been included in General Fund and General Fund supported agency operating budgets to fund agency specific training costs. This funding includes \$2.62 million for certification training and \$0.62 million for professional development training funding.

► **Method of Service Provision**

The general training program services are provided in a variety of delivery formats. The method of service delivery is driven by factors such as cost effectiveness, subject matter expertise, urgency of need and potential expediency of delivery, target audience and scope of project. Service delivery options include, but are not limited to the following:

County staff (from the Department of Human Resources as well as other County agencies); external vendors and E-Learning.

Employee Benefits

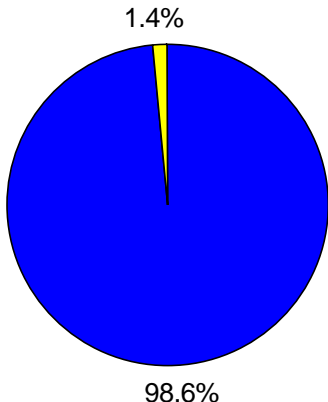
► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
TAP applications processed	119	183	447	420	450
LTAP applications processed	64	92	105	72	35
Computer-based training participants	642	1,091	1,647	1,693	1,800
Supervisory Development participants*	N/A	N/A	N/A	211	200
Leadership/Management training participants*	N/A	N/A	N/A	70	70

*Pilot program initiated in FY 2001.

Employee Benefits

89-02-Employer Contribution for Benefits

Fund/Agency: 001/89		Employee Benefits
Personnel Services	\$135,907,928	<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">1.4%</p> <p style="text-align: center;">98.6%</p> <div style="display: flex; justify-content: center; align-items: center; gap: 10px;"> ■ Employer Contribution for Benefits ■ All Other Agency CAPS </div>
Operating Expenses	\$1,960,008	
Recovered Costs	(\$24,392,270)	
Capital Equipment	\$0	
Total CAPS Cost:	\$113,475,666	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$113,475,666	
Positions/SYE involved in the delivery of this CAPS	0/0	

► CAPS Summary

Agency, 89, Employee Benefits is a set of consolidated accounts that provide budgetary control for most employee fringe benefits paid by the County. Benefits paid for all County employees of General Fund agencies are expended from this agency, as well as most benefits paid for County employees in Non-General Fund agencies. Reimbursements are received from Non-General fund agencies for benefits paid on behalf of their employees.

- Group Health Insurance (Net Cost \$31.36 million):** Agency 89, Employee Benefits is responsible for paying the employer contribution for health insurance premiums for active employees. The employer share for health insurance premiums is 85 percent for individual coverage and 75 percent for two-party/family coverage. Premiums for retiree health insurance coverage are paid directly by the retiree. It should be noted that retirees receive a \$100 per month subsidy from the County for health insurance coverage. For further information on the retiree health benefits subsidy please refer to the ICAPS section for Fund 500, Retiree Health Benefits.

Employee Benefits

Fairfax County offers its employees and retirees two health insurance alternatives. The first is a self-insured multi-option alternative for active employees and retirees. The County has recently awarded a contract to Carefirst Blue Cross/Blue Shield to provide administrative services for the self-insured health insurance programs. The second alternative for employees and retirees includes vendor-administered Health Maintenance Organizations (HMOs). The County's current health insurance plan design is a result of revisions enacted in FY 1997. Further details on plan administration for the self-insured health insurance plan can be found in the discussion for Fund 506, Health Benefits Trust Fund.

- **Group Life Insurance (Net Cost \$1.27 million):** Life insurance coverage for employees, as approved by the Board of Supervisors beginning in FY 1999, provides group life insurance coverage at 1 times salary for all County employees funded solely through an employer contribution. If employees choose to accept life insurance coverage above this amount, they are responsible for paying the full premium based on an age-banded premium rating scale.
- **Social Security (FICA) (Net Cost \$31.03 million):** Compliance is mandated by the Federal Insurance Contribution Act, Internal Revenue Code, Revenue Ruling 94-29, which requires employers to pay a tax based on a percentage of an employee's total compensation. Contributions represent the employer portion of salary required to meet social security and Medicare for the County's employees. Contributions are calculated utilizing a combined rate which includes: the portion of salary contributed for Social Security benefits and the portion of salary contributed for Medicare benefits applied to a pre-determined wage base. Any change to the wage base or the Social Security rate is announced in October/November and takes effect January 1 of the upcoming year.
- **Retirement (Net Cost \$47.73 million):** Retirement expenditures represent the General Fund net contribution to the three retirement systems as set by an employer contribution rate. The employer contribution rate is determined annually based on an actuarial valuation of the retirement systems. The valuation takes into account: 1) unfunded liability; 2) investment returns; 3) administrative expenses; and 4) the portion of the employer share of payroll required to fund future retirement benefits.

An additional discussion and further details can be found in the ICAPS for Funds 600, 601 and 602.

- **Virginia Retirement System (VRS) (Net Cost \$1.05 million):** Beginning in FY 1996, VRS funding was provided in Agency 89 for 233 Health Department employees that were converted from State to County employment. Funding reflects the County share of payments made into the Virginia Retirement System for the converted employees. It should be noted that VRS payments are included only for these converted employees. As they terminate service with the County or transfer to other positions within the County, funding for VRS payments will be reduced.
- **Unemployment Compensation (Net Cost \$0.14 million):** Unemployment compensation payments reflect premiums paid to the State based on the actual number of former Fairfax County employees filing claims.
- **Capital Projects Reimbursements (Reimbursements of \$1.07 million):** Capital Projects reimbursements represent the reimbursable portion of fringe benefits for County employees who charge a portion of their time to capital projects.
- **Workers Compensation (Net Cost \$1.66 million):** Workers compensation funding reflects payments to Fund 501, County Insurance Fund, for General Fund premiums. For a more detailed discussion of the County Insurance Fund, refer to the ICAPS for Fund 501.

Employee Benefits

- **Employee Assistance Program (EAP) (Net Cost \$0.27 million):** Provision of EAP services, including assessment, intervention, diagnosis, referral, and follow-up for workplace issues as they arise is funded through a contract with an outside vendor.
- **Other Operating/Capital Equipment (Net Cost \$0.03 million):** The operating expenses of the Employee's Advisory Council (EAC) are funded utilizing 33 percent of the actual revenues realized from Vending Machine sales.

► **Method of Service Provision**

As part of the myriad of services offered here, most are provided by the employees of the Benefits and Payroll section of the Department of Human Resources, the Retirement Administration, and the Department of Finance. The services of the EAP are provided by a contracted vendor.

► **Performance/Workload Related Data**

Not applicable.

► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 1 - 25%. The specific Federal or State code and a brief description of the code follows:

- Federal Insurance Contributions Act, Internal Revenue Code, Revenue Ruling 94-29

Retiree Health Benefits Fund

500-01-Retiree Health Benefits Fund

Fund: 500, Retiree Health Benefits Fund	
Total Expenditures	\$2,042,781
Revenue:	
General Fund Support	\$1,917,915
Bond Revenue	\$0
Other Revenue	\$0
Total Revenue	\$1,917,915

*It should be noted that \$124,866 from fund balance is used to support the program in FY 2002.

► Summary of Program

Fund 500 Retiree Health Benefits provides monthly subsidy payments to eligible retirees of the County to help pay for health insurance. The current monthly summary is \$100 once a retiree reaches the eligibility age of 55.

The Retirement Administration Agency deducts health insurance premiums from monthly retirement payments for those retirees enrolled in the County health insurance program. The \$100 subsidy reduces the premium amounts deducted.

Funding for the Retiree Health Benefits Fund is appropriated from the General Fund.

► Funding Availability and Future Considerations

Health insurance premiums have risen rapidly in recent years reflecting the increased cost of health care generally. While the retiree health subsidy amount has been increased twice in recent years, the subsidy amount does not increase automatically or proportionately with the increase in premiums. In a recent study, Fairfax County retiree health benefits were found to rank in the bottom quartile of comparative jurisdictions in the area.

Costs related to this fund will continue to increase as the retired population grows and with any changes to improve this benefit for retired employees.

► Funding Methodology

Funds required are based on the number of retirees eligible for this benefit.

► Status of Program

Fund 500 Retiree Health Benefits continues providing monthly subsidy payments to eligible retirees of the County to help pay for health insurance. FY 2002 funding is fully obligated to cover the monthly \$100 Health Insurance subsidy for eligible retirees and the salary and fringe benefit of a staff accountant.

Health Benefits Trust Fund

506-01-Administration of Health Benefits Trust Fund

Fund/Agency: 506/89	Health Benefits Trust Fund	
Personnel Services	\$40,649,957	This CAPS accounts for 100 percent of total expenditures.
Operating Expenses	\$0	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$40,649,957	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$41,192,355	
Total Revenue:	\$41,192,355	
Net CAPS Cost:	(\$542,398)	
Positions/SYE involved in the delivery of this CAPS	0/0	

► CAPS Summary

Fairfax County currently offers its employees and retirees two health insurance alternatives. The first is a self-insured, multi-option alternative for active employees and retirees. The County has recently awarded a contract to Carefirst Blue Cross/Blue Shield to provide administrative services for the self-insured health insurance programs. In addition, the second alternative for employees and retirees includes vendor administered Health Maintenance Organizations (HMOs). The County's current health insurance plan design is a result of revisions enacted in FY 1997.

Health Benefits Trust Fund

Fund 506, Health Benefits Trust Fund, is the administrative unit for the self-insured alternative. For the self-insured plan, the County pays only for actual claims paid and third party administrative fees. The cost to fund expenses is covered by premiums (employees, retirees and employer premiums) and interest earnings. In addition, it should be noted that it is our policy to maintain an ending fund balance as a percent of claims paid of approximately 10 percent to ensure that the fund is adequate to support adverse fluctuations in health care expenditures. The targeted funding balance of ten percent is based on industry standards.

The County offers a very competitive program of health care coverage for employees and retirees. Remaining competitive is crucial to attracting and retaining a skilled workforce in a regional labor market that is characterized by high demand, limited supply. Health insurance is the single most sought after benefit. Providing an affordable, well-managed program is a function of the Health Benefits Trust Fund.

The employee benefit program serves 10,500 eligible employees and several thousand retirees. Approximately 8,900 active employees and 1,200 retirees choose health benefits. The number of active employees participating in health coverage is split with approximately 5,400 employees choosing the self-insured option and 3,500 employees choosing a Health Maintenance Organization (HMO).

After nearly a decade of slow medical cost growth, spending for health care has been increasing in recent years. Nationwide, cost growth is projected to increase an average of 10 percent to 14 percent per year. The County health care experience has closely mirrored the national trend. The primary factors in the escalating cost growth are increased utilization and the rising costs of prescription drugs.

In addition to the external factors impacting health insurance provision, the County goals for health benefits are to provide coverage for active and retired employees, to maintain or enhance access to quality care, to ensure long-term cost management, to promote health education wellness, and to enable employee self-services through technology.

In consideration of the projected continued escalation of cost growth, and the need to provide a pro-active and comprehensive benefits program, Employee Benefits staff will continue to work with the vendors for health coverage to explore alternatives for effectively managing the health insurance variables. Some of the available alternatives include managing choices through cost shifting, instituting a three-tier drug co-pay and/or establishing managed care options for out-of-network participants.

► **Method of Service Provision**

Administration of the Trust Fund is provided by Employee Benefits staff, in the Department of Human Resources. Fund 506 houses the actual revenue collections and expenditure disbursements only.

► **Performance/Workload Related Data**

Not applicable.

Retirement Administration Agency

Retirement Administration Agency

► Agency Mission

To assure the successful financial and administrative operation of the three Fairfax County employee retirement systems (Fairfax County Employees' Retirement (formerly Supplemental), Uniformed and Police Officers), to accurately process payments of the Retiree Health Benefits Fund, and to provide comprehensive information regarding retirement plan benefits to all active employees and retirees covered by County retirement plans.

► Trends/Issues

Under the terms of the Fairfax County Code, the Board of Trustees of each retirement system is responsible for the proper operation of the respective System and for making effective the specific provisions included in the Code. The Boards of Trustees rely on the staff of the Retirement Administration Agency for day to day operations and for implementing the policies and procedures they establish. Agency staff also coordinates the activities of outside professionals and consultants employed by the Boards. All expenses related to the operation of the Retirement Systems, including Agency staff, are paid by the Retirement Systems.

In addition, the Retirement Agency administers the payment of retiree health benefit subsidies and the collection of premiums. This Agency function is not the responsibility of the Boards of Trustees and the expenses are not paid by the Retirement Systems. In this capacity, the Agency acts as a service provider for the Human Resources Department.

Summary statistics for the Retirement Systems are as follow:

	Employees'	Police Officers	Uniformed	Total
Active Members (6/30/00) - County	7,824	1,115	1,570	10,509
Active Members (6/30/00) - Schools	5,220			5,220
Retirees/Beneficiaries (6/30/00)	3,757	583	589	4,929
Employer Contributions Rates %	6.12%	21.79%	18.93%	N/A
Employer Contributions FY 2001 \$				
County	\$21,993,157	\$17,149,427	\$18,818,351	\$57,960,935
Schools	\$7,967,827			\$7,967,827
Employee Contribution Rate	4%/5.33%	12%	7.08%	N/A
Employee Contributions FY 2001	\$22,135,856	\$8,004,742	\$6,441,994	\$36,582,592

Retirement Administration Agency

	Employees'	Police Officers	Uniformed	Total
Benefit Payments/Refunds (annual)	\$67,101,886	\$22,121,708	\$18,714,280	\$107,937,874
Assets (Market Value) (6/30/00)	\$1,836 million	\$622 million	\$657 million	\$3,115 million
Actuarial Funding Level (6/30/00)	100.2%	96.9%	101.6%	99.9%

All three Systems have grown substantially in recent years both in terms of number of retirees and in size of assets. With the strong investment markets of the 1990's, the Systems have achieved excellent actuarial funding ratios. The County has a strong history of paying 100 percent of the actuarially required contributions each year.

The results of a consultant-led review of the retirement systems during FY 2001 showed that retirement benefits were in the top quartile of comparative jurisdictions in the area. The same study reported that retiree health insurance benefits were in the bottom quartile.

Looking forward, major activities for staff include working with the Boards of Trustees and County management to follow on the recommendations of the consultant for adoption of retirement benefit policies and to identify solutions to the competitive position of retiree health benefits.

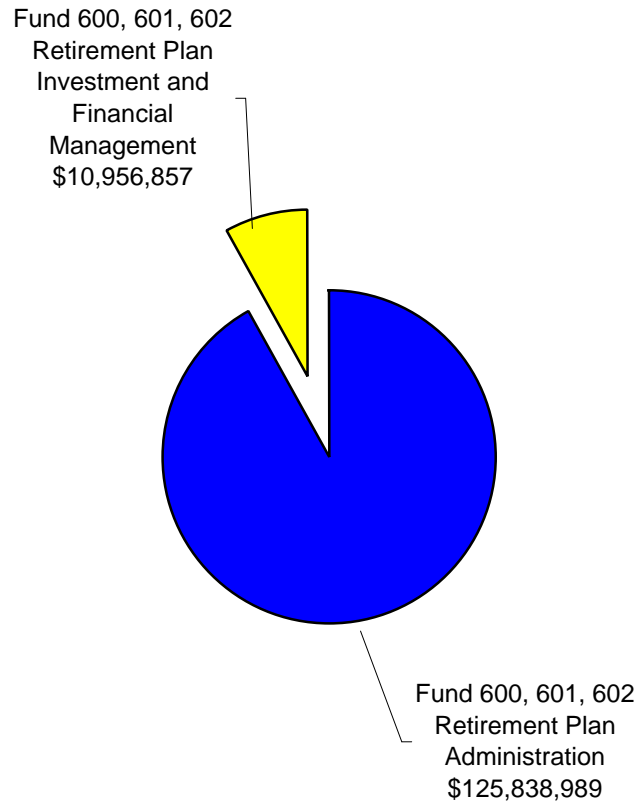
Also, as the assets of the system have grown and funding ratios are at or approaching 100 percent, the volatility of annual investment results will result in increased volatility of the employer contribution rate under the current funding policy. Staff, Trustees, and the Systems' actuary have been reviewing alternative methods for determining the required annual employer contributions to further reduce the impact of fluctuations in investment returns and at the same time provide for proper funding of the Systems. This will continue to be a priority for FY 2002.

Another priority will be continuing to focus on providing educational resources and opportunities for the Trustees.

► Summary of All Agency CAPS

CAPS Number	CAPS Title	CAPS Net Cost	CAPS Number of Positions/SYE
600-01	Fund 600, 601, 602 Retirement Plan Administration	(\$207,538,583)	15/15.5
600-02	Fund 600, 601, 602 Retirement Plan Investment and Financial Management	\$0	5/4.5
TOTAL Agency		(\$207,538,583)	20/20

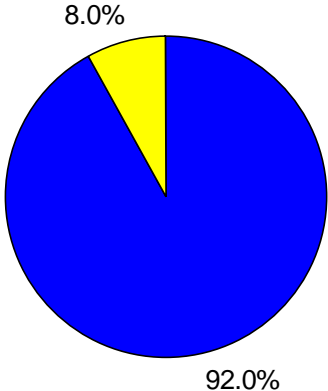
Retirement Trust Funds



Total FY 2002 Adopted Budget Expenditures = \$136,795,846
Total FY 2002 Adopted Budget Net Cost = (\$207,538,583)

Retirement Administration Agency

600-01-Fund 600, 601, 602 Retirement Plan Administration

Fund/Agency: 600/58 Retirement Administration Agency		<p style="text-align: center;">CAPS Percentage of Agency Total</p>  <p style="text-align: center;">8.0%</p> <p style="text-align: center;">92.0%</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> ■ Fund 600, 601, 602 Retirement Plan Administration ■ All Other Agency CAPS </div>
Personnel Services	\$881,491	
Operating Expenses	\$124,957,498	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$125,838,989	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$333,377,572	
Total Revenue:	\$333,377,572	
Net CAPS Cost:	(\$207,538,583)	
Positions/SYE involved in the delivery of this CAPS	15/15.5	

► CAPS Summary

This item includes all operations of the three County Retirement Systems with the exception of investment and financial management. Services include providing staff support to three Boards of Trustees, maintaining records of service and employee contributions, member communication and education, retirement counseling, benefit calculation, processing monthly benefit payments and refunds, processing disability retirement applications, and coordinating the activities of service providers, including the Systems' actuary. Information systems required in providing these services are maintained by Retirement Agency staff.

All expenses incurred for these services are paid from the assets of the Retirement Systems. The actuarially required employer contribution rates, one of the sources of funding for the Retirement Systems includes 0.30% of payroll to fund this expense.

Retirement Administration Agency

The number of retired members has been growing and is expected to continue to increase. Past automation of functions, including benefit calculation, has positioned staff to absorb the growth of the Systems without requiring additional staff. Current staffing levels should be sufficient to accommodate the growth in retired membership and anticipated volume of retirement activity for the next several years.

One area of substantial growth in demand for services has been in the area of educational seminars on retirement, both for those nearing retirement age and for those recently vested (five years of service). Current capacity of staff to meet these needs is sufficient, but will require continued monitoring to ensure that this important need is met.

Looking forward, staff will continue to be focused on making optimal use of technology. This will include continuing to identify opportunities to enhance member communications and education as well as increasing efficiency of records access and storage through the use of electronic document imaging.

► Method of Service Provision

Services are provided by Agency staff at 10680 Main Street, Fairfax. Normal office hours are 8:00 a.m. to 4:30 p.m., Monday through Friday. Board of Trustees meetings are held at the Agency office. A web site is available for general information on the Systems and can be used by members to estimate benefits.

Support provided by other agencies includes check printing and electronic payment processing (Finance), medical evaluations related to disability (Health) and legal counsel for the Employee's and Uniformed Systems (County Attorney). The Systems contract with an Actuarial Services firm for annual actuarial valuations and for certain calculations (e.g. portability). External professional services are also retained by the Boards of Trustees for legal counsel and medical evaluations and advice as necessary.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate
Number of Members					
Employees'	15,033	16,440	16,801	16,911	17,318
Police Officers	1,609	1,609	1,698	1,704	1,784
Uniformed	2,174	2,159	2,159	2,130	2,273
Total	18,816	20,208	20,658	20,745	21,375
Benefit Payments (millions)					
Employees'	\$ 45.0	\$ 50.8	\$ 55.6	\$ 62.6	\$ 70.2
Police Officers	\$ 14.8	\$ 16.4	\$ 17.7	\$ 21.7	\$ 22.2
Uniformed	\$ 12.4	\$ 14.5	\$ 15.7	\$ 18.4	\$ 24.4
Total	\$ 72.2	\$ 81.7	\$ 89.0	\$ 102.7	\$ 116.8

Retirement Administration Agency

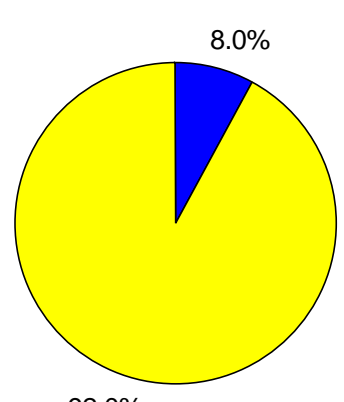
► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 51 - 75%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia Section 51.1-800 By establishing and maintaining a local retirement system which provides a service retirement allowance to each employee who retires at age sixty-five or older which equals or exceeds two-thirds of the service retirement allowance to which the employee would have been entitled had the allowance been computed under the provisions of the Virginia Retirement System.

Retirement Administration Agency

600-02-Fund 600, 601, 602 Retirement Plan Investment and Financial Management

Fund/Agency: 600/58 Retirement Administration Agency		<p style="text-align: center;">CAPS Percentage of Agency Total</p> 
Personnel Services	\$440,742	
Operating Expenses	\$10,516,115	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$10,956,857	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$10,956,857	
Total Revenue:	\$10,956,857	
Net CAPS Cost:	\$0	
Positions/SYE involved in the delivery of this CAPS	5/4.5	

► CAPS Summary

This item includes the provision of advice and support to the three Boards of Trustees in investment matters; oversight of and coordination with the Systems' custodial bank; accounting for the fund assets, income and disbursements; preparation of financial statements; and coordination with external investment consultants.

Retirement Administration Agency

Investment advice and support includes:

- Development of investment strategy, policy and guidelines;
- Asset allocation advice;
- Identification and selection of external investment managers;
- Oversight, compliance and due diligence reviews of investment managers and portfolios;
- Investment performance monitoring and reporting;
- Risk management;
- Monitoring capital market trends; and
- Asset allocation re-balancing.

► Method of Service Provision

Services are provided by Agency staff at 10680 Main Street, Fairfax. Normal office hours are 8:00 a.m. to 4:30 p.m., Monday through Friday.

The Police Officers and Uniformed Boards of Trustees employ outside investment consulting firms. For these two Systems, Agency staff works with the consulting firms in providing advice to the Boards on investment strategy and implementation. For the Employees' System, all investment consulting services are provided internally by professional Agency staff.

With the exception of the funds' balances in the County's pooled cash account, all investment portfolios are managed by outside investment management firms. Staff monitors the activities of the investment managers; staff and external consultants assist with the identification of managers to be hired (or fired) and with the reporting and analysis of performance. All securities are held for the Systems by external custodians.

Each System has adopted a formal investment policy statement. The investments of the Systems are well diversified both by asset class and number of securities. Asset allocation strategies reflect each Board's desired balance of return and risk. Disciplined re-balancing processes have been adopted by each Board as a means of maintaining the desired exposure to each segment of the capital markets. Trustees and staff closely monitor the performance of the individual portfolios to ensure that established investment guidelines are followed and that the manager is producing the expected returns over market cycles. The strategic asset allocation targets adopted by each of the Boards are as follow:

Asset Class	Employees'	Police Officers	Uniformed
Domestic Equities	42.1%	45%	45%
Non-US Equities	11.9%	10%	15%
Fixed Income	36.0%	35%	40%
Real Estate/REITs	10.0%	10%	5%

Retirement Administration Agency

The investment managers employed by the Systems as of June 30, 2001 are as follow:

Employees' Retirement System

Domestic Equities:

Large Cap Growth	(Index)	Barclays Global Investors
Large Cap Value	(Index)	Barclays Global Investors
	(Active)	Robert E. Torray & Co., Inc.
Large Cap Core	(Enhanced)	JP Morgan Fleming Asset Management
		DSI International Management, Inc.
Small Cap		Thomson Horstmann & Bryant, Inc.
		Liberty Acorn Fund

Non-US Equities:

Developed Markets	Lazard Asset Management
Emerging Markets	Schroder Capital Management International

Fixed Income

JP Morgan Fleming Asset Management
Payden & Rygel Investment Counsel
Cohen & Steers Capital Management
The Clifton Group

REITs

Policy Implementation Overlay

Police Officers Retirement System

Domestic Equities:

Large Cap Growth	(Active)	JANUS Capital; Corporation
	(Active)	Oak Associates, Ltd.
	(Enhanced)	PIMCO
Large Cap Value		Robert E. Torray & Co., Inc.
Small Cap		ING Furman Selz Capital Management, LLC
Non-US Equities		Capital Guardian Trust Company
Fixed Income		Credit Suisse Asset Management
		Dodge & Cox, Inc.
REITs		Cohen & Steers Capital Management

Uniformed Retirement System

Domestic Equities:

Large Cap	(Enhanced)	Barclays Global Investors
	(Index)	State Street Global Advisors
Small Cap	(Active Value)	J.L. Kaplan Associates, LLC
	(Index Growth)	State Street Global Advisors
Private Equity		JP Morgan Fleming Asset Management
		The Pantheon Group

Non-US Equities:

Developed	Lazard Asset Management
	Marathon

Emerging Markets Schroder Capital Management International

Fixed Income

Credit Suisse Asset Management
Payden & Rygel Investment Counsel

Real Estate

To be determined

Retirement Administration Agency

Over the past few years, staff has worked with each Board of Trustees in a detailed review of the entire investment strategy and implementation with a focus on maintaining an investment structure and complement of investment managers and styles that optimizes risk-adjusted returns. This review has resulted in several changes in investment management firms, a shift to more passive or enhanced index approaches in large capitalization US equity investments, and increased focus on obtaining value added returns from our active managers. We have also adopted more structured, disciplined approaches to keeping overall asset allocation within established target ranges with the expected long term benefit of profiting from the cyclicity of the investment markets.

The latter part of the 1990's provided markets that enabled the systems to significantly exceed the long-term return assumptions. Looking forward, we do not expect the equity markets to revert to the very high returns of most of the last decade. While we are still very confident that the long-term assumption of an average net return of 7.5 percent is attainable, in the near term that may be a challenge as equity returns are likely to stabilize well below the highs of the longest bull market in history.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate
Return Compared to Assumed Actuarial Rate (7.5%)					
Employees'	17.2%	8.6%	5.9%	-0.2%	N/A
Police Officers	17.2%	8.1%	7.8%	-2.7%	N/A
Uniformed	16.2%	9.6%	5.2%	-2.6%	N/A
3-Year Average Return Compared to Assumed Actuarial Rate (7.5%)					
Employees'	18.2%	15.6%	10.8%	4.9%	N/A
Police Officers	18.9%	16.0%	11.5%	4.6%	N/A
Uniformed	16.7%	14.8%	10.7%	4.2%	N/A
5-Year Return Compared to Assumed Actuarial Rate (7.5%)					
Employees'	14.6%	15.3%	13.8%	10.4%	N/A
Police Officers	14.6%	16.0%	14.6%	10.5%	N/A
Uniformed	13.2%	15.0%	13.0%	9.2%	N/A

Retirement Administration Agency

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate
Large Cap Domestic Equity Returns compared to S&P 500 Index					
S&P 500 Index	30.2%	22.7%	7.2%	-14.8%	N/A
Employees'	30.3%	20.8%	3.3%	-14.1%	N/A
Police Officers	29.2%	17.9%	1.6%	-18.2%	N/A
Uniformed	26.4%	20.0%	2.8%	-13.3%	N/A
Fixed Income Return Compared to the Lehman Aggregate Bond Index:					
Lehman Index	10.5%	3.1%	4.6%	11.2%	N/A
Employees'	10.7%	2.9%	4.3%	11.2%	N/A
Police Officers	11.2%	3.6%	3.9%	12.8%	N/A
Uniformed	11.1%	3.9%	4.8%	10.1%	N/A

► Mandate Information

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 51 - 75%. The specific Federal or State code and a brief description of the code follows:

- Code of Virginia Section 51.1-800 By establishing and maintaining a local retirement system which provides a service retirement allowance to each employee who retires at age sixty-five or older which equals or exceeds two-thirds of the service retirement allowance to which the employee would have been entitled had the allowance been computed under the provisions of the Virginia Retirement System.51.1-800.